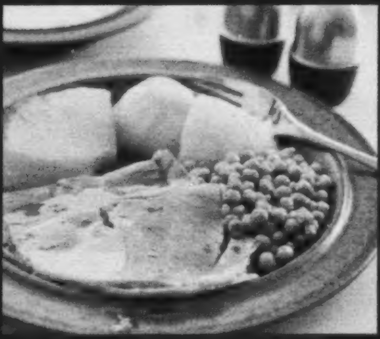
CITY OF
WHITEHORSE

CITY OF WHITEHORSE
ANNUAL REPORT



JJ Richards

2013
/14

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Vision

We aspire to be a healthy, vibrant, prosperous and sustainable community supported by strong leadership and community partnerships.

Mission

Whitehorse City Council, working in partnership with the community to develop and grow our municipality through good governance, proactive strategic planning and advocacy, efficient, responsive services and quality infrastructure.

Values

In pursuing its goals, Whitehorse City Council believes in and is committed to the following values:

Consultation and Communication
Ensuring that members of our community are both sufficiently informed and able to contribute to Council's decision-making processes.

Democracy and Leadership
Recognising and valuing community participation in Council's decision-making as well as Council's role in providing leadership to the community.

Equity and Social Justice
Respecting and celebrating our social diversity to promote an inclusive community.

Integrity
Making decisions and acting in ways that reflect our values.

Openness and Accountability
Being transparent in its decision-making, Council welcomes public scrutiny and community feedback.

Sustainability
Making decisions about our social, economic, built and natural environments that will benefit both present and future generations.

Wellbeing
Commitment to supporting the community in all areas of health and wellbeing.

SECTION ONE

About Us

Overview
This report provides a guide to the achievements, performance and financial management Whitehorse City Council has delivered to the community from 1 July 2013 to 30 June 2014.

Our annual report is an important document that provides a transparent record of Council's performance in meeting its strategic objectives as set out in the *Council Vision 2013-2023* and the *Council Plan 2013-2017*. It also identifies challenges and difficulties Council has faced over the past 12 months.

Why do we have an annual report?
The *Victorian Local Government Act (1989)* requires all councils to present an annual report to the Minister for Local Government by 30 September each year. As well as meeting this statutory requirement, the annual report reflects Council's values by ensuring its residents, businesses, staff and potential employees, state and federal politicians, peak bodies, community groups and organisations are sufficiently informed and able to contribute to Council's decision-making processes.

Where to find this report
Copies of this report are available at Council's customer service centres at the Whitehorse Civic Centre in Nunawading, Box Hill Town Hall and Forest Hill Chase Shopping Centre and at local library branches.

It can also be located on Council's website at;
www.whitehorse.vic.gov.au/annual-report.html

For further information, phone Council on 9262 6333.

Message from the Mayor

Message from the Mayor
Councillor Sharon Ellis

The 2013/14 year has been a busy year for the City of Whitehorse and its more than 159,000 residents.

I have lived in Surrey Hills for 10 years and am passionate about representing my community and the city. I am particularly interested in planning and environment, affordable housing, aged care and disability issues.

I am currently serving my fourth term on Council and was elected as Mayor for 2013/14 at a Special Statutory Meeting in October 2013. I am proud to say that this is the second time I have served as Mayor; the last time being in 2005/06.

Planning for the community's future
Council is required under the *Local Government Act 1989* to prepare and forward to the Minister a four-year Council Plan, within six months of a general election or by 30 June.

Whitehorse City Council is required under the *Local Government Act 1989* to have in place a four-year Council Plan that includes the strategic objectives of Council, strategies to achieve these objectives, strategic indicators and a Strategic Resource Plan that identifies the resources required to achieve these objectives.

This was completed early in 2013 following feedback and input from consultations with Councillors, community and staff. The Council Plan was adopted in June 2013.

The Council Vision and Council Plan represent the outcome of a broad range of consultation and engagement processes that were conducted in line with Council's commitment to working in partnership to achieve the aspirations and priorities as identified by the community.

2012/13 Budget

Whitehorse City Council endorsed a budget of $153 million for the 2013/14 financial year which sought to balance the demand for high quality services and community infrastructure while remaining sensitive to the community's capacity to pay.

The budget was carefully prepared following community consultation throughout the year and was guided by priorities outlined in key strategic documents including the *Council Plan 2013-2017*, *Strategic Resource Plan* and other major plans and strategies.

Consultation included the Annual Residents' Survey, comprehensive Council Vision, Council Plan and Community Wellbeing Plan consultation, monthly Councillor Budget Reference Group meetings, review of prior year budget submissions, and other Council consultations impacting on the Budget 2013/14.

Council is continually attempting to expand the methods of consultation particularly when formulating its annual budget.

This was also the first year that all ten Councillors were members of the Budget Reference Group which enabled us to receive and discuss items and initiatives at the same time rather than reporting back to our ward colleaugues.

The group was very hands on in our approach to the process, in particular, establishing the budget consultation program and setting budget principles as the guiding framework.

The budget was prepared following extensive consultation and was guided by priorities outlined in Council's key strategic documents – the *Council Plan 2013-2017*, the *Strategic Resource Plan* and other major plans and strategies.

Community

Being Mayor is always a busy role and I have greatly enjoyed dedicating this year to getting out and about and meeting many more of our community members.

One of Council's important roles is to act as a voice for the local community. We make every effort to be heard and hope to see more actions taken by the state and federal governments in response to our advocacy on issues. In particular, there is a pressing need to address concerns relating to the areas of transport and infrastructure to ensure that the Whitehorse community continues to thrive.

I am extremely interested in seeing major transport improvements in Whitehorse and Council has continued to actively highlight these needs to government.

One of Council's highest priorities for public transport infrastructure improvement is the Box Hill Transport Interchange. Upgrading this important facility will continue to be the focus of Council advocacy to state and federal governments until significant funding commitments are made.

Box Hill is one of the six Metropolitan Activity Centres designated by the Victorian State Government as an alternative to the Central Business District. It is also one of the most significant centres in the eastern region of metropolitan Melbourne for jobs, services, infrastructure and housing.

An extension to the Burwood Highway tram line to Knox City, bus service improvements, bicycle infrastructure improvements and extension to the train network to Doncaster and Rowville are also very important to Council.

Council has continued to seek a commitment from government to invest in improved infrastructure, services, jobs and housing that will have benefits for local residents, businesses, workers, students, visitors as well as the wider community accessing services in Whitehorse.

I have been keenly involved in the committees where I have been Council's representative, in particular the Eastern Regional Affordable Housing Alliance (which comprises seven Councils from the Eastern Metropolitan Region). The alliance advocates for improved housing affordability and responds to current and future housing needs in the Eastern Metropolitan Region.

Council continued to lead major advocacy campaigns to attract state and federal government support and funding for improved services and infrastructure.

Some of the major campaigns Council has been involved in over the past 12 months are:

- kindergarten funding
- public transport issues through membership of the Eastern Transport Coalition and Metropolitan Transport Forum
- rail crossing grade separations
- upgrading the Box Hill Transport Interchange
- improvements to bicycle paths.

It has been a privilege to serve you in my second term as Mayor. I look forward to being a Whitehorse Councillor next year and will remain active in our community working hard to make further positive differences for our city.

Sharon Ellis

Cr Sharon Ellis
Whitehorse Mayor

Message from the Chief Executive Officer

Message from the Chief Executive Officer, Noelene Duff

This year's Annual Report documents Council's achievements, activities and services from 1 July 2013 to 30 June 2014.

2013/14 Budget

Council prepared a budget of $153 million for 2013/14.

Consultation on the Budget 2013/14 included:

- Annual Residents' Survey including budget specific questions mailed to 1200 residences in November.
- Council Plan consultation that has been used to develop the priorities for the Budget 2013/14.The consultation included the following:
    - two face-to-face workshops held in February at Box Hill and Nunawading
    - a pictorial-based priority setting activity using a drawing station for young children which attracted over 100 participants at the October 2012 Spring Festival
    - a picture survey that was included as an insert in the Whitehorse Leader on 30 January 2013, mailed out to approximately 1000 residences and distributed through the Whitehorse Community Health Service and
    - an online consultation and discussion forum on the *Your Say Whitehorse* website.
- Councillor Budget Reference Group which met monthly from December.
- Review of budget submissions received in the previous year for consideration in 2013/14.
- More than 50 other Council consultations held throughout the year impacting on the development of the Budget 2013/14.

Key pressures and challenges

When setting the Budget 2012/13, Council considered a number of key external and internal pressures and challenges including:

- Introduction of a carbon price by the federal government commencing at a fixed price of $23 per tonne from 1 July 2012.
- A further $4.40 (or 10 per cent) increase in the landfill levy set by the state government to a cost of $48.40 per tonne in 2012/13. This follows an increase of $35 per tonne (almost 400 per cent) over the last two years.
- An anticipated further call from Vision Super for Council's apportioned share of the local authorities defined benefit liability shortfall. Council provided $3.5 million in the Budget 2012/13.
- Increased insurance costs as a result of storms and earthquakes in the Asia Pacific region.
- Recovery efforts following a growing number of extreme weather events, for example flood and storm damage.
- Updated *Local Government (Long Service Leave) Regulations 2012* which will bring forward Council's liability in respect of long service leave benefits owing to employees from 30 June 2012.
- Cost shifting from state and federal governments.
- Additional compliance costs associated with more stringent requirements with Occupational Health and Safety and Worksafe legislation, and from growing emergency management obligations arising from the Bushfire Royal Commission.
- Community expectations to introduce environmental sustainability initiatives.

Services
$102 million for services ranging from health, family and youth, home and community care, maintenance of community facilities, parks, gardens, playgrounds, infrastructure, waste and recycling collection, and building and planning.

Capital Works Program
A $38 million Capital Works Program was a key feature of Whitehorse City Council's $153 million Budget 2013/14.

The Capital Works Program was aligned to Council's Asset Management Strategy with priority being given to the renewal and upgrade of existing assets over the creation of new assets. Significant resources were allocated to a number of key projects including $13.05 million for the completion of the Aqualink Box Hill redevelopment, $1.70 million for the refurbishment and expansion of Mont Albert Reserve Pavilion and $0.90 million for the redevelopment of Box Hill Gardens.

Focus on sustainability
Sustainability
Sustainability programs included the implementation of a responsible rubbish program, water and energy saving incentive rebates, Sustainability Street and Transition Whitehorse community programs, promoting Fair Trade products, various workshops to save energy and water in the home, home composting incentive program, Gold Star recycling program, Sustainable Living Week, Sustainability Awards and sustainable schools program.

Financial sustainability
Council continued to focus on financial sustainability measures, something that Councillors see as an important legacy for the future. The Victorian Auditor-General reports annually to Parliament on all Councils' financial sustainability based on a series of measures and Whitehorse overall rates as "green" or low risk.

This year's budget consolidated Council's steady progress towards achieving all of the Auditor-General's measures of financial sustainability.

Highlights
Investment in infrastructure renewal and upgrades continued at a high level.

I am particularly excited by the major $37.1 million redevelopment of Aqualink Box Hill. It is an outstanding community facility that provides a diverse range of health, fitness and leisure opportunities for all patrons.

The $2.07 invested into the Box Hill Metropolitan Activity Centre has enhanced the viability of the area for commerce, pedestrian safety and improved the overall appearance and condition of the area.

The Box Hill Masterplan implementation has resulted in an invigorated community open space that is used and enjoyed by many of our residents.

I would like to thank Whitehorse Council officers who are committed to Council's values and have spent another year working hard to deliver services to our residents, serving our Councillors and ratepayers and any organisation or individual that requires their assistance.

I would also like to thank you for taking the time to look through this document and encourage you all to read it and learn more about the Council that serves you.

All the best

Noelene Duff

Noelene Duff
Chief Executive Officer

Your Council

About Local Government
Local government is one of the three tiers of government in Australia: federal, state/territory and local.

It is the most accessible level of government for the average citizen. Whitehorse City Council is one of 79 municipalities in Victoria, which range from big metropolitan cities to small country shires.

Whitehorse City Council, like state and federal governments, has a 'legislature' made up of elected representatives (Councillors). Councillors are concerned citizens who have offered themselves for election as representatives of the residents of the City's electoral wards. They receive no salary, just an annual allowance.

For more information about Victorian local government, visit the websites of:

- Municipal Association of Victoria (MAV) www.mav.asn.au
- Local Government Professionals (LGPro) www.lgpro.com
- Australian Local Government Association www.alga.asn.au
- Department of Planning and Community Development www.localgovernment.vic.gov.au

Your Councillors

Whitehorse City Council has 10 councillors elected by residents to govern the City. Councillors work together to set Council's strategic direction and to make important decisions regarding the whole municipality. In making these decisions, councillors consider the views of, and consult with, the community. They also work closely with the Chief Executive Officer and Council administration.

The City of Whitehorse is divided into five wards: Central, Elgar, Morack, Riversdale and Springfield. Two councillors are elected to represent each ward, every four years. The Mayor is elected by the councillors to serve as the principal ambassador for the city for a 12-month term.

Whitehorse City Council conducts a monthly Ordinary Council meeting as the formal process to discuss Council business. This meeting is where councillors make decisions, state opinions, approve proposals, fulfil the statutory requirements of Council, approve its budget and expenditure, and plan for the future. This meeting has specific procedural requirements that must be adhered to in accordance with Council's *Local Law Meeting Procedure*.

Whitehorse City Council established Special Committee meetings to provide the community with a forum to raise matters relevant to Council that are not able to be heard at Ordinary Council meetings due to procedural or time constraints.

Special Committee meetings enhance the consultative process and facilitate public participation and involvement of the community in Council decision-making.

Special Committee meetings are primarily for:

- public submissions
- other business councillors want to flag for the next meeting
- public comment on matters discussed at the Special Committee meeting.

The following councillors are elected to serve until the local government elections in October 2016. (Wards listed alphabetically).

Central Ward

Cr Andrew Munroe
PO Box 30
Blackburn Vic 3130
P: 9878 8235
E: andrew.munroe@
whitehorse.vic.gov.au

Official Council appointments;

- Aqualink Box Hill Councillor Reference Group
- Metropolitan Transport Forum
- Advisory Committee for the review of the Chief Executive Officer's development
- Whitehorse Centre Feasibility Study Working Group
- Budget Committee
- City of Whitehorse Bicycle Advisory Committee

Cr Denise Massoud
PO Box 52
Forest Hill VIC 3131
P: 9878 4320
E: denise.massoud@
whitehorse.vic.gov.au

Official Council appointments;

- Whitehorse Business Group Inc.
- Advisory Committee for the review of the Chief Executive Officer's development
- City of Whitehorse Scholarship Committee
- Whitehorse Disability Advisory Committee
- Municipal Early Years Plan Steering Committee
- Budget Committee
- Domestic Animal Management Plan Advisory Committee
- Built Environment Awards Judging Panel

Elgar Ward

Cr Robert Chong AM

PO Box 34
Box Hill Vic 3128
P: 9894 3713
E: robert.chong@
whitehorse.vic.gov.au

Official Council appointments

- Box Hill Central Activities Area (CAA) Reference Group
- Municipal Early Years Plan Steering Committee
- Whitehorse Matsudo Sister City Relationship Friendship Group
- Budget Committee

Cr Helen Harris OAM

40 William Street
Box Hill Vic 3128
P: 9897 1312
E: helen.harris@
whitehorse.vic.gov.au

Official Council appointments

- MAV Arts & Culture Committee
- Heritage Steering Committee
- Visual Arts Committee
- MAV Professional Development Reference Group
- Aqualink Box Hill Councillor Reference Group
- Box Hill Central Activities Area (CAA) Reference Group.
- Local Government's Waste Management Forum to support the Metropolitan Waste Management Group
- Whitehorse Manningham Regional Library Corp.
- Budget Committee
- Whitehorse Centre Feasibility Study Working Group

Morack Ward

Cr Bill Bennett
PO Box 219
Vermont Vic 3133
P: 9801 1251
E: bill.bennett@
whitehorse.vic.gov.au

Official Council appointments:

- Eastern Alliance for Greenhouse Action (EAGA) Executive Committee
- Whitehorse Reconciliation Policy & Action Plan Advisory Committee
- Budget Committee
- Whitehorse Manningham Regional Library Corp.

Cr Raylene Carr
PO Box 6060
Vermont South Vic 3133
P: 9803 0913
E: raylene.carr@
whitehorse.vic.gov.au

Official Council appointments:

- Heritage Steering Committee
- Visual Arts Committee
- Budget Committee
- MAV Emergency Management Committee
- MAV Professional Development Reference Group
- Aqualink Box Hill Councillor Reference Group
- Whitehorse Centre Feasibility Study Working Group
- Domestic Animal Management Plan Advisory Committee

Riversdale Ward

Cr Sharon Ellis – Mayor
PO Box 8178
Burwood Heights Vic 3151
P: 9890 8057
E: sharon.ellis@
whitehorse.vic.gov.au

Official Council appointments:

- Municipal Association of Victoria
- Victorian Local Governance Association
- City of Whitehorse Scholarship Committee
- Box Hill Central Activities Area (CAA) Reference Group
- Whitehorse Centre Feasibility Study Working Group
- Built Environment Awards Judging Panel
- Whitehorse Matsudo Sister City Relationship Friendship Group
- Eastern Region Affordable Housing Alliance
- MAV Human Services Committee
- Advisory Committee for the review of the Chief Executive Officer's development
- Aqualink Box Hill Councillor Reference Group
- Budget Committee

Cr Andrew Davenport
PO Box 2230
Blackburn South Vic 3130
P: 9803 7640
E: andrew.davenport@
whitehorse.vic.gov.au

Official Council appointments:

- Advisory Committee for the review of the Chief Executive Officer's development
- Budget Committee
- Audit Advisory Committee

Springfield Ward

Cr Philip Daw
PO Box 2152
Rangeview Vic 3132
P: 9873 3108
E: philip.daw@
whitehorse.vic.gov.au

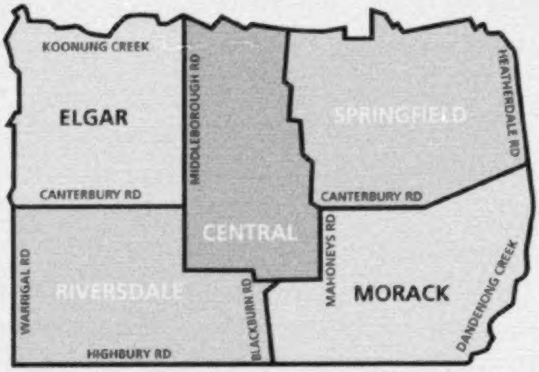
Official Council appointments:

- Whitehorse Business Group Inc.
- Box Hill Central Activities Area (CAA) Reference Group
- Whitehorse Centre Feasibility Study Working Group MAV Planning Committee
- MAV Transport & Infrastructure Committee
- MAV Planning Committee
- Budget Committee

Cr Ben Stennett
PO Box 120
Nunawading Vic 3131
P: 9872 3069
E: ben.stennett@
whitehorse.vic.gov.au

Official Council appointments:

- Aqualink Box Hill Councillor Reference Group
- Eastern Transport Coalition
- Audit Advisory Committee
- Built Environment Awards Judging Panel
- Whitehorse Matsudo Sister City Relationship Friendship Group
- Budget Committee


KOONUNG CREEK
ELGAR
MIDDLEBOROUGH RD
SPRINGFIELD
HEATHERDALE RD
CANTERBURY RD
CANTERBURY RD
CENTRAL
WARRIGAL RD
RIVERSDALE
BLACKBURN RD
MAHONEYS RD
MORACK
DANDENONG CREEK
HIGHBURY RD

About Whitehorse

Our Location
The City of Whitehorse is located just 15 kilometres east of Melbourne and covers an area of 64 square kilometres. The municipality is bounded by the City of Manningham to the north, the cities of Maroondah and Knox to the east, the City of Monash to the south and the City of Boroondara to the west. Whitehorse's suburbs include Blackburn, Blackburn North, Blackburn South, Box Hill, Box Hill North, Box Hill South, Burwood, Burwood East, Forest Hill, Mitcham, Mont Albert, Mont Albert North, Nunawading, Surrey Hills, Vermont and Vermont South.

Our Residents
The estimated resident population in 2013 was 161,724.

According to the 2011 Census, there are 34 per cent of couples with children, while couples with no children and lone person households comprise of the second most common household types at 24 per cent. Single-parent families are less common at 10 per cent while group households (4 per cent), other households (3 per cent) and other family (1 per cent) make up the remainder.

While most people (77 per cent) are aged under 60, the City of Whitehorse has a lower proportion of pre-schoolers and a higher proportion of people at post-retirement age than Greater Melbourne. Whitehorse has a median average age of 39 compared to 36 for the rest of greater Melbourne. In 2011, 22 per cent of residents were aged over 60 years, including 9 per cent aged over 75 years. Current forecast data suggests that the number of people aged under 15 will decrease slightly (around 2.6 per cent) and the number of people aged over 65 is forecast to increase by around 18 per cent.

Whitehorse is a diverse community, with a third born overseas and 27 per cent coming from countries where English is not the first language. More than 110 languages are spoken by residents in the city. The most common languages other than English are Mandarin, Cantonese, Greek, Italian, Vietnamese, Hindi, Sinhalese, Chinese and Punjabi. All languages except Italian and Greek experienced a growth since 2006.

The Whitehorse community is a highly engaged community, with 21 per cent reporting they undertake some form of volunteering. This is higher than greater Melbourne, which is 16 per cent.

Our Assets
The City of Whitehorse has a broad base of infrastructure assets that provide services for our community. More than 611 kilometres of roads, 1182 kilometres of footpaths, 843 kilometres of stormwater drainage network, 370 buildings and facilities, including early childhood and maternal care, leisure and recreation, community and cultural facilities, 52 sports fields, 173 playgrounds and 75,000 street trees as well as extensive bushland and parkland.

Our Staff
Council values its staff and the contribution they make to the organisation and the wider community. Council's workforce is approximately 1347 employees, many of these are in part-time roles. As at 30 June 2014, there were 716.69 equivalent full-time positions. Whitehorse has a high percentage of staff who live locally with approximately 39 per cent of the workforce (520 staff members) living in the municipality.

Our Features
Whitehorse is characterised by quiet tree-lined residential streets (with some areas dating back to the 1940s); a wealth of parks, gardens and natural bushland reserves; a range of bustling shopping centres; many arts and cultural opportunities; and sports and leisure facilities.

The Whitehorse community has access to an extensive public transport system with trains, trams and buses all widely serving the area. Whitehorse boasts some of the region's leading educational, medical and leisure facilities and is home to the largest high technology precinct in eastern Melbourne, placing it at the cutting edge of the telecommunications, multimedia and information technology industry. Whitehorse also has a $7.2 billion local economy generated by 61,000 local jobs and 9000 local businesses.

Our Local Attractions

Whitehorse has many attractions for its residents and visitors to discover and experience including:

- Box Hill Town Hall which is a vibrant hub for Whitehorse community groups incorporating an accredited art space to display Council's comprehensive art collection, customer service centre and a convenient meeting place for local businesses.
- The Whitehorse Centre, the city's premier arts and cultural centre, attracts thousands of theatre lovers each year. The professional theatre and music season showcases some of the best professional theatre from around the country at the centre.
- Schwerkolt Cottage and Museum Complex in Mitcham is a heritage-listed pioneer's stone cottage in a garden setting surrounded by 2.25 hectares of bushland. This popular attraction is open to the community on weekends.
- The Box Hill Community Arts Centre is an artistic and cultural hub, and home to a wide variety of local arts and community groups. The centre offers art and craft classes, an exhibition space, art shop and community meeting space.
- Blackburn Lake Sanctuary is one of the area's most important environmental assets and is regarded as one of the most significant bird refuges in metropolitan Melbourne.
- Sportlink Vermont South, Aqualink Nunawading and Aqualink Box Hill are recreational facilities that attract thousands of people each week.
- An outstanding range of annual community events and festivals including Australia Day celebrations, Spring Festival, Whitehorse Carols, Global Fiesta and Swing Pop Boom! music series are held at various locations across Whitehorse.

Office and Contact Details

Council's main administration office and Customer Service Centre is located at:

Whitehorse Civic Centre
379-397 Whitehorse Road,
Nunawading Vic 3131
Hours: Weekdays 8.30am-5.30pm
Cashiers open for payment weekdays
8.40am-5pm

Other service centres are located at:

Box Hill Town Hall
1022 Whitehorse Rd,
Box Hill Vic 3128
Hours: Weekdays 9am-5pm

Forest Hill Chase Shopping Centre
Shop 275
Canterbury Road,
Forest Hill Vic 3131
Hours: Weekdays 9am-5pm,
Saturday 9am-12pm

Council's postal address is:
Whitehorse City Council
Locked Bag 2,
Nunawading DC VIC 3131

Phone: 9262 6333
Fax: 9262 6490

NRS: 133 677 and quote number
(03) 9262 6333
(for people with a hearing or speech impairment)

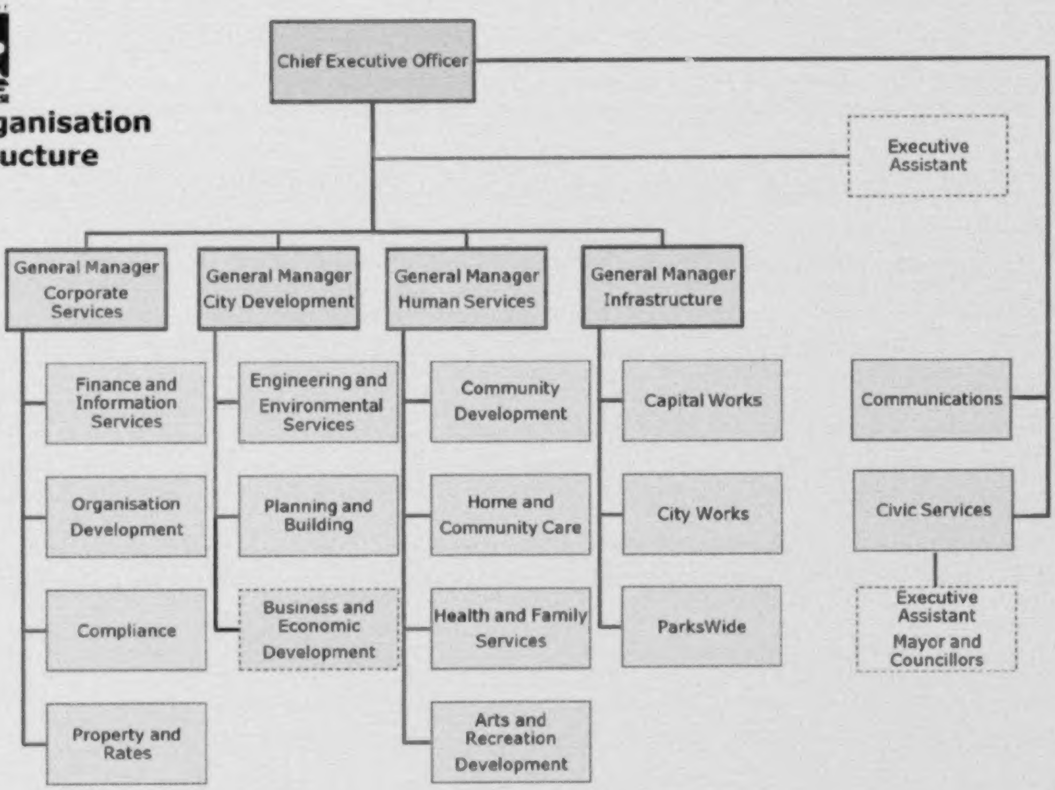
TIS: 131 450 (Telephone interpreter service. Call and ask to be connected to Whitehorse City Council)

Email:
customer.service@whitehorse.vic.gov.au

Website: www.whitehorse.vic.gov.au

Our Organisation

Organisation Structure


Chief Executive Officer
Executive Assistant
General Manager Corporate Services
General Manager City Development
General Manager Human Services
General Manager Infrastructure
Finance and Information Services
Organisation Development
Compliance
Property and Rates
Engineering and Environmental Services
Planning and Building
Business and Economic Development
Community Development
Home and Community Care
Health and Family Services
Arts and Recreation Development
Capital Works
City Works
ParksWide
Communications
Civic Services
Executive Assistant Mayor and Councillors

Executive Management Team

Whitehorse City Council's Executive Management Team (EMT) comprises the Chief Executive Officer (CEO) and four general managers who are responsible for the following divisions:

- Executive Services
- Corporate Services
- City Development
- Human Services
- Infrastructure

Executive Profiles

Noelene Duff
Chief Executive Officer

Noelene has served as Chief Executive Officer since mid-2000. Prior roles included Director of Customer Services at the City of Monash and management roles in Victorian state and local government including Senior Policy Advisor for the Department of Premier and Cabinet and the Department of Health.

Noelene has a Master in Business, Graduate Diploma in Business, Bachelor of Social Work and Bachelor of Arts.

Former professional roles have included Vice President of the International City/County Managers Association based in Washington from 2009-2012, President of Local Government Managers Australia (LGMA), the national peak body for Local Government Managers, President of Local Government Professionals (LGPro), the Victorian association for local government professionals, Box Hill Institute (BHI) and BHI Audit Advisory Committee.

She is also a Fellow of the Australian Institute of Company Directors (AICD), the Institute of Public Affairs Australia (IPAA), Australian Institute of Management (AIM), LGMA and LGPro.

As CEO, Noelene is responsible for the overall management and performance of the organisation, reporting directly to Council.

Peter Smith

General Manager
Corporate Services

Peter came to Whitehorse City Council in July 2007 following nine years at Telstra and, most recently, as General Manager, Finance. Prior to this, he held various corporate and financial roles with Eastman Kodak Asia Pacific in Tokyo and Kodak Australasia.

Peter has a Bachelor of Commerce from Melbourne University and is a registered CPA with the Australian Society of Accountants. He is also a Graduate of the Australian Institute of Company Directors.

Areas of Responsibility: Finance and Information Services, Organisation Development, Compliance (Community Laws and Parking) and Property and Rates.

Highlights of 2013/14

- Developed the *Long-Term Funding Strategy for Major Community Infrastructure Projects*. This included business case policy development and funding strategies, reserve and debt principles, asset utilisation and long-term plan modelling.
- Established the Domestic Animal Management Plan Advisory Committee. The committee met on three occasions and identified key initiatives to promote responsible pet ownership.
- Conducted a strategic review of Council's property assets.
- Engaged a health professional in the role of Wellness and Injury Prevention Advisor to work in areas of Council where there is a high incidence of injuries.

Challenges Ahead

- Implementing the financial reporting requirements issued by the Department of Transport, Planning and Local Infrastructure.
- Implement Council's ICT and Information Management Strategies
- Develop an integrated Council-wide Lease Register.

Julie Reid
General Manager City Development

Julie joined Whitehorse City Council in January 2009. Prior to joining Council, she worked at a number of councils in Victoria, New South Wales and the United Kingdom including the City of Bayside, City of Westminster (UK), Lancashire County Council (UK), Wollondilly Shire Council, Gloucester Shire Council and the City of Berwick. She has extensive experience in land use and environmental planning, strategy and policy development.

Julie has a Bachelor of Arts (Urban Studies), Master of Planning, Graduate Diploma of Management (Distinction). Julie is a member of the Planning Institute of Australia and an Executive Board Member of the Victorian Planning and Environmental Law Association.

Areas of Responsibility: Planning, Building, Engineering and Environmental Services, Business and Economic Development.

Highlights of 2013/14

- Delivery of $11 million worth of capital works related to roads, footpaths, drainage, play spaces, traffic management treatments and urban improvements.
- Completion of the Housing and Neighbourhood Character Review and lodgement of the Residential Zones Planning Scheme Amendment request to the Minister for Planning.
- Adoption of a new Economic Development Strategy.
- Completion of a car parking study and strategy for Box Hill.
- A streetlight energy efficiency changeover program.

Challenges Ahead

- Seeking funding support for the upgrade of the Box Hill Transport Interchange.
- Implementation of the new residential zones and other State Government initiatives.
- Dealing with the redevelopment of a number of large sites across the municipality.

Terry Wilkinson
General Manager Human Services

Prior to joining Whitehorse City Council in 2003, Terry had extensive experience working in the Human Services area of local government with positions at the City of Maroondah and the Shire of Yarra Ranges. She has also worked in not-for-profit child and family support agencies.

Terry has a Master of Business Administration, Graduate Diploma in Business Administration, is a Fellow – Local Government Professionals and is a Graduate of the Australian Institute of Company Directors.

Areas of Responsibility: Home and Community Care, Arts and Recreation Development, Community Development, Health and Family Services and Library Services.

Highlights of 2013/14

- Opening of the redeveloped Aqualink Box Hill and Surrey Dive
- Box Hill Gardens Multipurpose Area winning the Architecture Award in the Urban Design category from the Australian Institute of Architects, the Australian Institute of Landscape

Architects Award and the nomination for a Premier's Design Award.

- Adoption of Public Health and Wellbeing Plan and the Youth and Early Years Plans
- Very informative and topical Women's Forums
- Environmental Health team conducting 2100 food safety inspections

Challenges Ahead

- Home and Community Care transition from State Government responsibility to Commonwealth Government responsibility
- Recurrent funding for Libraries, Family Day Care and Home and Community Care
- Increasing demand for Aged Care Services.

Phil Warner

General Manager Infrastructure

Phil joined Whitehorse City Council in 1995 and has held a number of different management positions within Council. Phil was appointed to his current position as General Manager Infrastructure in June 2003. He has extensive experience in local government management roles including Manager Strategic Projects and Manager Statutory and Development Services.

Phil has a Diploma of Environmental Science, a Graduate Diploma in Highway and Traffic Engineering and is a Graduate of the Australian Institute of Company Directors. Phil is also a member of the Australian Institute of Company Directors and a fellow of LGPro and the Institute of Public Works Engineering Australia.

Areas of Responsibility: Capital Works, City Works and ParksWide Departments and the redevelopment of Aqualink Box Hill and Surrey Park facilities.

Highlights of 2013/14

- Expansion of the recycling services and the increase in recycling of materials following the upgrade of the infrastructure and changes to the operation of the Whitehorse Recycling and Waste Centre
- Redevelopment works in Surrey Park particularly the opening of Aqualink Box Hill on 16 December 2013.
- Introduction of asset management systems to improve management of Coucil's buildings, fleet, plant, equipment, roads, footpaths and stormwater drains.
- Completion of 98 per cent of the Council's Capital Works Program.

Challenges Ahead

- On going implementation and improvements of a Whitehorse Asset Management System
- Preparing Landfill Aftercare Managemnt Plans for the former landfill sites.
- Investment in Council's existing assets to ensure that an appropriate level of service can be delivered to the community
- Managing stormwater and open space assets in challenging climate conditions

Our Staff

Whitehorse City Council values the contribution of its dedicated people in delivering more than 100 different services to 159,000 residents in the community. Our staff assist in managing Council assets valued at approximately $1.9 billion.

Council prides itself on providing a safe and enjoyable working environment, committed to ensuring the wellbeing of all employees while they achieve Council's objectives to the best of their ability.

Council's *Organisational Development Strategic Framework* and its *Collective Agreement 2012* are central to its human resource management strategies. The core values and standards of performance required by all staff are set out in the agreement highlighting teamwork, professionalism and a commitment to residents and customers.

Staff Profile:

- Full time: 414 (compared with 397 in 2012/13)
- Part time: 460 (compared with 452 in 2012/13)
- Casual: 473 (compared with 357 in 2012/13)
- Females: 860
- Males: 487

In 2013/14, there were 154 vacancies advertised for the organisation, the majority being vacancies from employees leaving the organisation or being promoted.

The turnover rate for Council staff overall was approximately 8.79 per cent.

Listening to Our Staff

Whitehorse City Council employees are consulted in a range of ways including through committees, listening forums, team meetings, and opportunities to participate in organisation-wide working groups. An internal intranet service is a valuable communication tool. The Organisation Development Department uses a consultation plan to communicate with employees which includes a regular 'all employees' newsletter entitled *OD2U*.

The Whitehorse City Council Consultative Committee is an important consultation mechanism for the organisation. It is comprised of five delegates each of employees, union and management representatives who consult on a range of issues arising from the Collective Agreement, relevant legislation and industrial relations matters, and seeks to contribute to maintaining a cooperative, productive and satisfying workplace. The committee negotiated the *Whitehorse City Council Agreement 2012* and has overseen the implementation of agreement actions throughout the reporting period.

Extensive consultation mechanisms are also embedded within the organisation for Health and Safety (H&S) processes.

Family Friendly / Work Life Balance

Whitehorse City Council strives to be an employer of choice while balancing operational needs. Through an organisation-wide Flexibility Project, Council has sought to improve the offerings available to employees to balance work, family and outside interests. Council's wide range of flexible work practices and family-friendly provisions include:

- the ability to purchase additional annual leave
- return to work on reduced hours (part-time) after parental leave until children have reached school age
- job-share arrangements
- phased retirement
- working from home
- flexible hours arrangements
- paid primary care giver (maternity - 18 weeks) and secondary care giver (paternity - 2 weeks) leave
- assisting with the cost of childcare for out of hours work related meetings
- carer's leave.

Equal Opportunity and Human Rights

Council is committed to providing a

workplace free of all forms of discrimination, bullying and harassment. It aims for equality of opportunity for all employees and to ensure that the principles of the *Human Rights Charter* are embedded in our employee policies, practices and culture.

The objective of Council's *Equal Opportunity* (EO) *Policy* and activities is to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation. Further objectives include ensuring the workplace is free from bullying and harassment. The objectives and indicators of the EO program continue to be monitored on an ongoing basis by the Equal Opportunity and Human Rights Committee that meets regularly to promote employee and management awareness, consider relevant issues, and contribute to resolution and advice.

Learning and Development

Council encourages all employees to reach their full potential by pursuing and developing their career and professional interests. A range of formal and informal learning opportunities and development activities are provided. These have been identified in consultation with management and employees through Council's annual Performance Appraisal and Development Program.

These opportunities include:

- corporate training: learning and development which increases organisational capacity in management and skill development (e.g. professional development, leadership and self-awareness, computer skills and OHS)
- departmental training: specific training to improve and develop departmental or divisional service delivery (e.g. tailored team building and capacity or compliance requirements)
- accredited training: training which provides the participant with a nationally-recognised formal qualification (e.g. Diploma of Management)
- positional training: specific training to perform the duties of the position
- seminars/conferences: attendance at relevant conferences and seminars to assist with enhancing professional knowledge
- career development: focusing on long-term career development and career planning (e.g. study assistance to pursue relevant tertiary courses and the use of traineeships to introduce new employees into the organisation while they study and developing employees for career progression within the organisation and the industry)
- compliance training: sessions relating to the welfare of staff such as equal opportunity, Human Rights Charter, bullying and harassment prevention, privacy, fraud prevention, protected disclosures and freedom of information.

Occupational Health and Safety, and Work Cover

Whitehorse City Council is committed to providing a work environment that is safe and without risk to health and safety. Employee consultation in relation to OHS occurs on several levels. The Corporate OHS Consultative Committee is the main consultative mechanism; however, consultation also occurs via local OHS team meetings and is integrated into other health and safety processes (e.g. hazard inspection, risk assessment).

OHS training is delivered on two levels: at the corporate level, OHS training is delivered via the Learning and Development training calendar; and operationally, OHS training is delivered via individual department training plans.

Working with Our Community

In pursuing its goals, Whitehorse City Council believes in and is committed to consulting and communicating with the community.

These actions form part of Council's values and ensure that members of our community are sufficiently informed and able to contribute to Council's decision-making processes.

Council regularly invites people who live, work or study in the municipality to provide feedback on ideas and plans. Council also carefully considers annual community surveys that offer a close look at Council's performance. This section reports on some of the ways Council has heard from its community to develop strategies and plans throughout 2013/14.

Community consultation
Council values the ideas and contribution provided by its local community and regularly seeks feedback on proposed plans and strategies. Council also has appointed advisory committees which provide regular feedback on the development of specific areas of work.

In 2013/14, Council invited the community to comment on the following matters and facilities through forums, surveys, online and written submissions, face-to-face meetings and submissions to Council's Special Committee meetings:

- *Whitehorse Housing and Neighbourhood Character Review 2014*
- Council's Vision for the former Healesville Freeway Reservation
- Box Hill Car Parking Study and Strategy
- *Municipal Early Years Plan 2014-17* and *Municipal Youth Plan 2014-17*
- *Whitehorse Economic Development Strategy 2014-19*
- *Whitehorse Urban Biodiversity Strategy for Council Managed Open Space, Streetscapes and Community Facilities*
- Box Hill Community Arts Centre, Box Hill Town Hall, Whitehorse Centre
- Whitehorse Art Collection and Whitehorse Artspace exhibition program
- Artists in Schools Program funding assessment supported by Visual Arts Committee participation
- tenant meetings at the Box Hill Community Arts Centre and the Community Hub
- Whitehorse Centre season of activities and performances
- Spring Festival and Global Fiesta
- Whitehorse Centre Redevelopment Project
- *Morack Golf Course Strategic Plan in 2014/15*
- development of *Elgar Park Masterplan* – Stage 1
- development of design of an extension to the Box Hill Skate Park
- Hagenauer Athletics Track – Infield works
- installation of protective netting behind the northern goals at Walker Park
- installation of protective netting behind the southern goals at City Oval
- installation of solar panels at Blackburn Bowls Club
- retrofitting a new LED scoreboard into existing scoreboard building at Vermont Reserve
- introduction of the National Premier Leagues Victoria (new soccer competition) at Wembley Park
- installation of water tanks at Walker Park, Koonung Reserve and Mirrabooka Reserve
- development of 36 Central Road Concept Plan
- review of the *Municipal Emergency Management Plan*
- expansion of the flood alert warning project in the Laburnum area
- *Whitehorse Public Health & Wellbeing Plan*
- *Whitehorse Disability Policy & Action Plan*
- *Whitehorse Diversity Policy & Action Plan*

- *Whitehorse Volunteer & Community Participation Strategy*
- accommodation move of Mitcham Senior Citizens Centre
- consultation with the Disability Advisory Committee and Reconciliation Advisory Committee in relation to relevant initiatives across Council
- *Whitehorse Community Road Safety Strategy*
- traffic treatment, parking and signage proposals (80 separate consultations conducted)
- upgrade of the play space in Halliday Park, Mitcham
- waste and recycling bin service changes, new bin roll-out and waste reduction competition and initiatives
- peak oil and its likely impact on the community and Council services.

What Our Community Thinks of Us

Whitehorse City Council uses the results from a range of surveys, including a Council commissioned *Annual Residents Survey* to specifically measure resident satisfaction with Council's performance. The results of the survey are used to find areas for improvement, to help prepare the annual budget and to plan for the future.

2013 Annual Residents Survey
Whitehorse residents continued to be highly satisfied with the delivery of Council services, according to results of the *2013 Annual Residents Survey*.

This survey is commissioned by Council but is conducted by independent research company Nexus Research.

Questionnaires were mailed to 1250 randomly-selected Whitehorse residents with 339 completed surveys returned. While the level of response was slightly down on the three previous surveys, the 27 per cent response rate is considered good for a survey of this type.

Of the residents surveyed, 92 per cent were satisfied with the overall performance of Council and 96 per cent considered their quality of life to be 'adequate' or 'better', a one per cent increase on the 2012 survey result.

Residents' Perceptions:

- **92%** - overall satisfaction as adequate or better
- **95%** - performance had stayed the same or improved
- **86%** - satisfied with communication from Council
- **96%** - quality of life considered adequate or better
- **95%** - Council's contribution important to their quality of life
- **86%** - thought appearance of municipality has stayed the same or improved
- **81%** - value for money of rates rated adequate or better
- **95%** - would speak highly or indifferent about Council.

10 Most Important Services (Listed in Preference Order):

- household garbage collections
- household recycling service
- street lighting
- footpath maintenance
- food safety monitoring practices
- safe and comfortable road surfaces
- maintenance of parks and open spaces
- personal care for older people
- meals for older people and those with disabilities
- traffic management in residential streets.

10 Most Satisfied Performance (Listed in Preference Order):

- household garbage collections
- household recycling service
- libraries
- immunisation services
- safe and comfortable road surfaces
- community sports fields
- maintenance of parks and open spaces
- street sweeping/cleaning
- activities at the Whitehorse Centre
- maternal and child health service.

It is important to note that performance in service delivery for the 12 months prior to November 2013 remained positively high, with the vast majority of measures remaining consistent or having improved on the previous survey.

Improvement was Noted for:

- parking enforcement
- street sweeping/cleaning
- shared bicycle/walking paths.

Suggestions for Improvement for Next Three Years:

- footpath maintenance
- advocacy on issues that are important to residents including effective representation of residents' concerns

- streetlighting.

Council believes that the *Annual Residents Survey* is an important consultation tool, with the results being used to identify service areas requiring improvement as well as providing input into Council's budget and financial planning.

The November 2013 survey highlighted areas that had improved and areas that required some improvement. Council is committed to maintaining high satisfaction levels and improving services provided to Whitehorse residents.

A copy of the survey can be found on Council's website http://www.whitehorse.vic.gov.au/Residents-Survey.html

Local Government Community Satisfaction Survey

The *Local Government Community Satisfaction Survey* is an optional statewide survey coordinated annually by the state government on behalf of Victorian councils. The main objective of the survey is to assess the performance of councils across a range of measures.

The 2013 survey was conducted by independent market research company JWS Research. The researcher collected data through 400 telephone interviews of residents aged 18+ years in the City of Whitehorse. This sample size provides a 95 per cent confidence level for the survey.

Council Grouping

For the purpose of this survey, Whitehorse City Council is classified as an "Inner Melbourne Metro" council according to the following government classification list:

- inner metropolitan councils
- outer metropolitan councils
- rural cities and regional centres
- large rural shires
- small rural shires

The Inner Melbourne Metro grouping is comprised of Banyule, Bayside, Boroondara, Darebin, Glen Eira, Hobsons Bay, Kingston, Maroondah, Melbourne, Monash, Moonee Valley, Moreland, Port Phillip, Stonnington, Whitehorse and Yarra.

In 2013, 71 of the 79 councils throughout Victoria participated in the survey.

There was no reference to the *Local Government Community Satisfaction Survey* in last year's annual report because Council did not take part in the 2012 survey.

Index Scores

Many questions in the survey asked respondents to rate Council's performance on a five-point scale ranging from "very good" to "very poor", with "can't say" also a possible response category.

For ease of reporting and comparison with the statewide result and the Inner Melbourne Metro group, an "index score" is calculated for measurement purposes.

The "index score" is calculated and represented as a score out of 100 (on a 0 to 100 scale), with "can't say" responses excluded from the analysis. The "percentage result" for each scale category is multiplied by the "index factor" producing an "index value" for each category which are then summed to produce the "index score".

Additionally, a specific "index score" is calculated for the core question "Performance direction in the last 12 months". With the score for "Performance direction in the last 12 months" being based on the following scale for each performance measure category, with "can't say" responses being excluded from the calculation:

- "Improved" = 100
- "Stayed about the same" = 50
- "Deteriorated" = 0

Core Measures

The survey included a base set of questions designated as "core". These questions were compulsory for all participating councils.

The core questions included:

- Overall performance last 12 months (Overall performance)
- Lobbying on behalf of community (Advocacy)
- Community consultation and engagement (Consultation)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction).

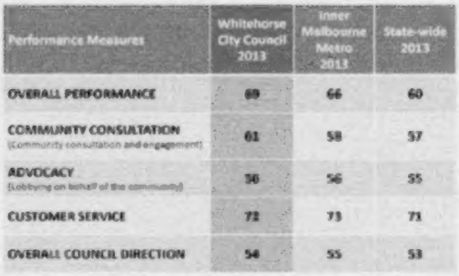
The core question results are compared against the "Inner Melbourne Metro" statewide and Inner Melbourne Metropolitan averages.

JWS Research provided the following commentary pertaining to Whitehorse City Council in the survey:

"On the core measures of Overall Performance and Community Consultation and Engagement, Whitehorse City Council scored significantly higher than the statewide and Inner Melbourne Metropolitan averages."

"On Advocacy, Customer Service and Overall Council Direction, Whitehorse City Council rated relatively on par with the Statewide and Inner Melbourne Metropolitan averages."

"On individual service delivery areas, Whitehorse City Council rated higher and in many cases, and significantly higher than the statewide and Inner Melbourne Metropolitan averages for many services."



Performance Measures	Whitehorse City Council 2013	Inner Melbourne Metro 2013	State-wide 2013
OVERALL PERFORMANCE	69	66	60
COMMUNITY CONSULTATION (Community consultation and engagement)	61	58	57
ADVOCACY (Lobbying on behalf of the community)	56	56	55
CUSTOMER SERVICE	72	73	71
OVERALL COUNCIL DIRECTION	54	55	53

Source: DPCD – JWS Research Survey Report 2013

Optional Questions
All councils have the option of including optional questions relating to individual service areas. These questions are pre-drafted by JWS Research and Council selects particular questions for inclusion in the survey. The questions relate to both service "importance" and "service "performance".

Tailored Questions
The survey provides councils with the opportunity to tailor questions relating to Council's specific needs. Whitehorse did not request any tailored questions.

Key Findings and Recommendations

- 69 for Overall Performance
- 61 for Community Consultation
- 56 for Advocacy
- 72 for Customer Service
- 54 for Overall Council Direction.

When comparing these core measures to the "Inner Melbourne Metro" group and the statewide results, the following observations can be made:

- 69 for "Overall Performance" is significantly higher than the statewide average index score of 60 and above the average index score of 66 for the Inner Melbourne Group
- 61 for "Consultation" achieved by Whitehorse City Council is 4 points higher than the statewide average of 57 and three points higher than the Inner Melbourne Metropolitan averages of 58

- 56 for "Advocacy" achieved by Whitehorse City Council is one point higher than the statewide average of 55 and comparable with the Inner Melbourne Metropolitan average of 56
- 72 for "Customer Service" achieved by Whitehorse City Council is one point higher than the statewide average of 71 and one point lower than the Inner Melbourne Metropolitan average of 73
- 54 for "Council Direction" achieved by Whitehorse City Council is one point higher than the statewide average of 53 and one point lower than the average index score of 55 for the Inner Melbourne Metropolitan group.

Individual Service Areas-Optional Question

Importance
"Waste Management" with an index score of 80 was considered Council's most important service followed by "Elderly Support Services" and "Local streets and footpaths" with indexed scores of 77 and 76 respectively.

Performance
"Art Centres and Libraries" with an index score of 77 was considered to be the best performed service provided by Council, followed by "Recreational Facilities" and the "Appearance of Public Areas" with an index score of 74 for both services.

Individual Service Areas Summary-Optional Questions
Individual service areas where performance exceeded importance are shown below:

- Community and cultural activities: performance 72, importance 60 = +12 net differential
- Art centres and libraries: performance 77, importance 66 = +11 net differential
- Business and community development, and tourism: performance 61, importance 56 = +5 net differential
- Recreational facilities: performance 74, importance 71 = +3 net differential
- Family support services: performance 71, importance 69 = +2 net differential
- The appearance of public areas: performance 74, importance 73 = +1 net differential

Individual service areas where importance exceeded performance are shown below:

- Council's general town planning policy: performance 59, importance 72 = -13 net differential
- Waste management: performance 71, importance 80 = -9 net differential
- Condition of local streets & footpaths: performance 69, importance 76 = -7 net differential
- Traffic management: performance 63, importance 70 = -7 net differential
- Enforcement of local laws: performance 66, importance 71 = -5 net differential
- Elderly support services: performance 72, importance 77 = -5 net differential
- Environmental sustainability: performance 66, importance 71 = -5 net differential

SECTION TWO

Highlights

Services We Delivered

Each year Whitehorse City Council provides more than 100 different services and programs for the community in areas such as aged care, children, family and youth, leisure, culture and the arts, community development, libraries, parks and open space, community festivals and events, waste and recycling, roads, drains, footpaths and other infrastructure. This section provides a summary of some of Council's services (listed alphabetically) that were provided throughout 2013/14. Complete departmental reports begin on page 83 of this annual report.

Arts and Culture Services
Services Provided: A program that included performing arts and functions at the Whitehorse Centre, visual art classes and room hire at the Box Hill Community Arts Centre, management of Box Hill Town Hall including the Whitehorse Artspace and exhibition program, Schwerkolt Cottage and Museum Complex, heritage site management, free events, markets and major festivals.

Services Delivered in 2013/14:

- Box Hill Community Arts Centre: 53,304 visitations including school holiday program with 2058 in attendance and 5079 in attendance at child/youth/adult courses and workshops
- Whitehorse Centre: 16,439 patrons attended professional theatre and midweek matinee season performances
- Council-managed festivals and events: 52,300 attendees
- Council supported festivals; Chinese New Year - 80,000 attendees, Moon Festival - 30,000 attendees
- Whitehorse Artspace: 8340 visitors.
- Box Hill Town Hall: Town Hall 113,961 attendees, Community Hub 55,122 attendees, Minor Hall 20,277 attendees.
- Heritage Week Festival: 1300 attendees.
- Schwerkolt Cottage and Museum Complex: 3487 attendees.

Business and Economic Development
Services Provided: Supported business development and employment growth, contributed to strategic planning and policy development, encouraged investment attraction and business sustainability, coordinated networking and strategic business partnerships, provided research and information, assisted in the promotion of local businesses and maintained links with stakeholders to facilitate a sustainable Whitehorse economy within the eastern region.

Services Delivered in 2013/14:

- Developed the *Whitehorse Economic Development Strategy 2014-2019.*
- More than 1150 Whitehorse businesses registered with the online business directory.
- More than 2100 businesses registered to receive information on business services and programs.
- Local business participation at Whitehorse Business Group business networking events.
- Businesses nominated for the Whitehorse Business Awards Program/six businesses nominated for the Melbourne's South East Regional Business Awards.
- Whitehorse Business Week attracted more than 1000 business representatives (largest contribution to Victoria's Small Business Festival).
- Boost your Business program attracted more than 200 business representatives.
- Whitehorse Tertiary Business Skills Program included 25 students from Deakin University, Box Hill Institute and the local community.
- Offered bi-monthly business mentoring sessions to local businesses and trader associations.
- Facilitated Mobile Business Centre visitations at Box Hill and Nunawading,

attracting more than 40 mentoring sessions and 60 business enquiries

- Promoted Council's *"Think Local Buy Local"*, *"FairTrade"* and *"Festive Window"* campaigns
- Hosted "Leadership for Growth" and "Business Development" programs through state government funding grant, with 18 businesses participating
- Hosted "StreetLife – Box Hill Shop Improvement" Program through state government funding grant, with 15 business participating
- Marketed "*Whitehorse Discover the Advantage"* Investment Prospectus, promoting investment opportunities in Whitehorse
- Acquired funding to complete the "Women in Business" workshop program with 10 businesses participating
- Participated in regional activities to promote Whitehorse as a place to work, live, play and invest
- Developed the *MegaMile Home and Lifestyle Precinct Business Plan* with the MegaMile Business Association to complement the *MegaMile Marketing Plan*
- Completed the Sustainability for Business seminar attended by over 60 businesses
- Facilitated the Whitehorse Digital Enterprise Program (business engagement with high speed broadband) including three workshops and 66 attendees
- Communicated with businesses regarding delivery of Council's capital works program within retail centres and activity precincts
- Reviewed and revitalised Council's business website to more effectively promote Council's business programs, services and economic data
- Conducted a business monitor survey
- Conducted the global retail insights workshop (Australian Retail Association), with 23 local retail businesses attending
- Conducted an information session for traders' associations (Mainstreet Australia), with 18 members attending.

Capital Works

Services Provided: Capital budget development, performance monitoring and reporting, asset management improvement program, MAV STEP Program management, building construction project management and facilities maintenance including regulatory compliance.

Services delivered in 2013/14:

- Presented 12 monthly capital works status reports to Council
- Led the development of the 2014/15 Capital Budget and a review of Council's five-year Capital Works Program
- Completed 45 major and minor building construction and renewal projects with a combined value of $5.4 million
- Responded to 2811 requests for building maintenance works
- Completed 4868 Essential Safety Measures inspections at 211 buildings on Council land
- Upgraded fire safety measures at seven buildings
- Conducted 247 maintenance inspections for pest control at 58 buildings
- Completed 300 routine maintenance inspections for automatic doors, water treatment and height safety access systems
- Conducted 350 inspections of roof gutters and roof drainage systems at 140 buildings
- Conducted regular inspections and servicing of heating and cooling plant, and exhaust fan systems at 134 buildings
- Completed painting works at 18 buildings
- Removed asbestos from 21 buildings which has resulted in 16 buildings being declared asbestos-free.

City Works

Services Provided: Maintained sealed local roads, footpaths, kerb and channel, drainage pits, underground drains, shopping centres, shopping strips, street signs and street furniture. Provided new line markings, graffiti removal services, street sweeping, laneway clearing, cleaned public barbeques and public toilets, emptied street litter bins and collected dumped rubbish. Coordinated and carried out workshop repairs and maintenance of small plant and equipment and also managed fleet and vehicle replacements.

Services Delivered in 2013/14:

- In-house crew made safe 882 concrete footpath slabs by removing trip hazards
- External contractors made safe 2385 concrete footpath slabs
- Renewal and replacement of 31,257 square metres of footpath
- Repaired 644 square metres of potholes and undertook minor road repairs using 104 tonnes of asphalt
- Constructed 87 driveway asphalt treatments to assist resident vehicles entering and exiting their properties.
- Replaced or repaired 9327 signs throughout the municipality
- Washed and cleaned street and road signs in one third of the municipality in accordance with the three-yearly program
- Line-marked six infrastructure work areas across the municipality
- Cleaned 2585 stormwater drainage pits and cleared 11,034 lineal metres of stormwater drains
- Removed 54.16 tonnes of waste from Council's 11 gross pollutant traps
- Cleared rubbish from all 19 litter baskets, six times throughout the year.
- Responded to and managed 3239 drainage requests
- Responded to and managed 13,410 reactive and programmed requests
- Responded to and resolved 1018 requests to collect dumped rubbish and collected 197.57 tonnes of dumped rubbish across the municipality
- Collected 515.30 tonnes of rubbish from street and park litter bins (not domestic waste collection)
- Removed 683.88 tonnes of rubbish and leaf matter from Council's 135 heavy-leaf streets during the autumn heavy-leaf program between April and July
- Removed 2,978.42 tonnes of rubbish from kerbs, roads and car parks through programmed street sweeping
- Collected 175 dumped mattresses across the municipality
- Issued 10 graffiti removal kits and offered 13 litres of paint to residents and traders to assist them in removing graffiti from their properties
- Council's graffiti removalists attended to 1133 sites and removed 10,955 square metres of graffiti from Council and private property
- Council's graffiti contractor and the Department of Justice Correctional Community Services Group attended to 233 locations and removed a further 13,769 square meters of graffiti from Council and private property
- After-hours emergency response duty officers attended to 472 events.

Community Development
Services Provided: A range of initiatives to improve the wellbeing, social connectedness, capacity and strength of the community. This included social research, community profiling, policy development, strategic planning, capacity building, community strengthening, health promotion and other specific projects with an emphasis on working in partnership to develop and strengthen our community.

Services Delivered in 2013/14:

- Strategic coordination of more than 500 Council volunteers in partnership with other Council service areas
- Developed and delivered community events including the Seniors Festival, Global Fiesta, Volunteer Recognition Afternoon Tea and Awards Ceremony and White Ribbon Day
- Conducted two women's forums
- Conducted a Sorry Day flag-raising ceremony
- Provided community grants in the form of cash and discount support to more than 200 community groups
- Resourced and supported two Council advisory committees (Disability Committee and Reconciliation

Committee) and worked with many community groups in the Whitehorse community

- Supported 10 neighbourhood and community houses
- Managed and distributed the Whitehorse Scholarships
- Participated in many partnership projects, committees, working groups and projects to support the development of local community groups and actions
- Delivered Community Safety month initiatives
- Developed and implemented strategic plans that work towards improving the wellbeing of the Whitehorse Community - Health and Wellbeing, Diversity, and Disability and Volunteers
- Developed and supported the local Whitehorse Volunteer Network
- Supported Whitehorse seniors' groups and the senior citizens' centres
- Supported the Whitehorse Interfaith Network
- Coordinated Council's demographics and broad statistical information
- Chaired and participated on the Eastern Affordable Housing Alliance
- Conducted the Whitehorse Volunteer Expo.

Compliance
Services Provided: Administered a series of Acts, regulations and local laws to help maintain community safety and amenity covering animal management, school crossing supervision, parking control, fire prevention and local law administration. The department also manages Council's Risk Management Program including insurances and the *Municipal Emergency Management Strategy* and *Council Business Continuity*.

Services Delivered in 2013/14:

- 1506 Disabled Parking permits issued
- 172 Local Laws permits issued
- 280 animal infringements issued
- 24,734 parking infringements issued
- 197 local law infringements
- 4981 infringement appeals received
- Registered 15,130 pets
- Impounded 379 animals
- Coordinated 93 school crossing sites covering 42 schools
- Issued 212 fire hazard notices and compulsorily cleared 34 properties due to non-compliance
- Received 30,297 phone calls, actioned 12,227 customer service requests and answered 10,147 pieces of correspondence
- Received 1504 after-hours calls and attended 560 after-hours requests for service.

Design and Construction (Engineering and Environmental Services)
Services Provided: Design, construction and periodic maintenance of roads, drains, traffic treatments and special charge schemes, and design, construction and revitalisation of urban public spaces, streetscapes and play space improvements.

Services Delivered in 2013/14

- Resurfaced and reconstructed 13 kilometres of local roads
- Rehabilitated and constructed 840 metres of stormwater drains.
- Conducted streetscape works in Blackburn Station Village and Carrington Road, Box Hill
- Provided 173 public play spaces including major upgrades of play spaces in Halliday Park and Tunstall Park
- Replaced 60 per cent of Mercury Vapour street lights with energy efficient T5 lights.

Engineering Assets (Engineering and Environmental Services)
Services Provided: Strategic asset management of roads and drains, permits for building over drainage easements, asset protection permits, consents for others to conduct work in road reserves and easements, setting flood levels for developments, drainage legal points of discharge, street lighting management and drainage enquiries.

Services Delivered in 2013/14

- 185 permits issued for building over drainage easements
- 820 permits issued for asset protection
- 660 consents for others to conduct work in road reserves and easements
- 105 flood levels determined for developments under the *Building Control Act*
- 830 stormwater points of discharge issued.

Health and Family Services
Services Provided: Maternal and child health, home-based and centre-based childcare, youth and family support, food safety monitoring, infection control, immunisation programs and preschool support.

Services Delivered in 2013/14:

- 5734 casual contacts and 1150 individual clients supported by Council's Youth services team
- 7059 families, including 1824 new mothers and their babies, supported by Council's Maternal and Child Health (MCH) service
- 29,196 MCH consultations including 192 lactation clinic consultations
- 276 new parent groups were held across the municipality
- 648 families supported by Council's child care services
- Six parent information evenings held catering for more than 1000 families
- 191 additional needs children and 117 commonwealth-funded child care services supported by Council's Inclusion Support Program
- 2146 food safety assessments undertaken of commercial food outlets
- 252 health assessments of personal care and body art businesses registered under the *Public Health and Wellbeing Act* (i.e. hairdressing, beauty salons and businesses involved in skin penetration such as body piercing and tattooing)
- 219 assessments of prescribed accommodation registered under the *Public Health and Wellbeing Act* (e.g. rooming houses, motels/hotels, student dormitories)
- 108 compliance assessments of tobacco retailers, eating establishments and licensed premises with 68 test purchases for cigarette sales to minors
- 24,029 vaccinations to infants, school-aged children and adults with 9666 people vaccinated
- Assistance provided to 20 homeless members of the community "living rough" to connect them to organisations providing accommodation support.

Home and Community Care
Services Provided: In-home and community-based services for frail older persons, people with a disability and their carers including meals, domestic assistance, personal care, respite care, home maintenance, transport services and social support programs and activities.

Services Delivered in 2013/14:

- 108,478 meals were delivered to residents' homes.
- 85,504 hours of domestic assistance, 37,749 hours of personal care and 18,454 hours of respite care delivered.
- 32,115 hours of planned activity groups were provided.
- 4085 hours of home maintenance provided.
- 9438 journeys were provided to residents through Council's transport service.
- 11,545 hours of assessment and reviews were delivered.

Leisure Facilities
Services Provided: Leisure and recreation activities through five facilities: Aqualink Nunawading; Aqualink Box Hill; Morack Public Golf Course; Nunawading Community Centre; and Sportlink Vermont South.

Services delivered in 2013/14:

- 673,163 attendances at Aqualink Nunawading
- 497,439 attendances at Aqualink Box Hill (re-opened on 16 December 2013)
- 61,669 rounds of golf at Morack Public Golf Course.

- 88,874 attendances at Nunawading Community Centre
- Achieved 76 per cent court occupancy (peak) and 49 per cent occupancy (off-peak) at Sportlink Vermont South.

Library Services
Services Provided: Provided library services from four locations: Blackburn; Box Hill; Nunawading and Vermont South. Libraries provide access to print and electronic resources and programs, online resources and outreach services.

Services Delivered in 2013/14:

- Programs and activities including author talks, book circles, early literacy and children's programs
- Collections including youth, adult, recreational, reference, audio visual, community languages, magazines and newspapers, e-resources
- Provided training to staff to more effectively assist library users with their information requests
- Provided technology services including internet and online resources
- Study and recreational reading areas well used
- Community and training spaces well used
- Delivered Home Library Service
- Access to library services 24/7.

Parks Planning and Recreation
Services Provided: Planned and developed policy for the sustainable management of open space, bushland reserves, parks, gardens, sports fields, sporting pavilions, off-road trails and related infrastructure. Worked in collaboration with various stakeholders including advisory committees, sporting clubs, sporting associations, community groups, residents, state government and government authorities.

Services Delivered in 2013/14:

- Planning for over 590 hectares of open space (more than 330 parks), owned and managed by Council
- Supported more than 140 sports and recreation clubs, and 14 parkland advisory committees.

ParksWide
Services Provided: Maintained open space, parks, gardens, recreation reserves and horticultural assets. Maintained and enhanced remnant bushland reserves, managed and maintained street and park trees, general parks and gardens maintenance and horticultural services. ParksWide also managed Council's nursery, and maintained sports fields, playgrounds and other items of open space infrastructure.

Services Delivered in 2013/14:

- 1914 trees planted, of which 1284 street trees (included 1,127 indigenous, 442 native and 345 exotic trees)
- Pruned approximately 40,000 street trees and completed 4500 pruning requests
- ParksWide Nursery received income of $513,000 from the sale of 55,000 plants.
- ParksWide Nursery donated 2997 plants worth in excess of $6,708 to local schools and community groups
- Planted more than 28,106 indigenous plants planted, including 17,599 indigenous grasses 5606 ground covers and 4901 shrubs
- Donated 38 m^3 of potting media and 8 m^3 of seed-raising mix to Greenlink and Bungalook community nurseries at a value of approximately $5430
- More than 500 hours of officer support to parkland advisory committees
- Development of the Open Space Asset Management Plan.

Planning and Building
Services Provided: Strategic land use planning advice, planning scheme amendments, assessing planning permit applications and issuing building permits.

Services Delivered in 2013/14:

- Processed more than 1200 planning applications
- Answered more than 50,000 planning and building phone calls
- Received more than 10,000 customer service requests

- Issued more than 300 building permits, 500 siting report and consent Applications, and 1000 building enforcement actions.

Property and Rates
Services Provided: Provided land and property information, generation and collection of rates, and management of Council's digital mapping service and property asset base.

Services Delivered in 2013/14:

- Completed Council's *Rating Strategy*.
- Delivered the new A3 rate notice to the community
- Completed the 2014 level municipal revaluation
- Successfully collected the state government's Fire Services Property Levy
- Coordinated the 2014 Department of Community Planning and Development *Local Government Community Satisfaction Survey* conducted by independent research company JWS Research
- Maintained the rates income "collection-rate"
- Commissioned and supervised the 2013 *Annual Residents Survey* conducted by independent research company, Nexus Research.

Recycling and Waste Centre
Services Provided: Recycling of cardboard, metal, comingled glass and plastics, and green waste, and collection of general waste from the community.

Services Delivered in 2013/14:

- More than 14,000 tonnes of green waste and timber was mulched and recycled, diverting more than 20,000 tonnes of green waste and other recyclables from landfill
- 900 tonnes of cardboard separated and recycled
- 1320 tonnes of metals collected and recycled
- 2064 tonnes of concrete were separated and carted off site
- 3200 mattresses stripped and recycled
- 120 tonnes of televisions, computer monitors, printers and scanners were collected
- 1750 car, truck and motorbike tyres were collected
- 39,000 litres of used engine oil were recycled
- Launched the Bikes4Life initiative in December 2013, diverting an estimated 150 bicycles into the program for further reuse by Bikes4Life and Gateway LLEN.

Recycling and Waste (Engineering and Environmental Services)
Services Provided: Collected garbage, recycling and garden organic bins, disposed of waste to landfill, processed recyclables and hard waste, and bundled pruning collections. Conducted workshops, incentive programs and community behaviour change programs for energy, water and waste conservation.

Services Delivered in 2013/14:

- Collected 18,045 tonnes of recyclable materials from Council's fortnightly recycling bin service including 4421 tonnes of glass, 1245 tonnes of plastics, 90 tonnes of aluminium, 10,375 tonnes of paper and cardboard and 397 tonnes of steel cans
- Serviced 31,145 booked collections of hard waste and bundled prunings, collecting a total of 5329 tonnes of hard waste and bundled prunings
- Collected 1696 tonnes of whitegoods, scrap metal, electronic goods and bundled prunings for recycling from the "ring and book" hard waste service
- Collected 12,378 tonnes of garden organic waste for recycling from Council's fortnightly garden bin collection service
- Facilitated the Sustainability Street community program in two geographical hubs, and supported various workshops and activities organised by Sustainability Street participants
- Provided financial rebates to four households that installed solar hot water systems, 32 households that installed solar panels, six households

that installed water tanks and 51 households that conducted home composting activities

- Developed and conducted community forums and workshops covering issues such as energy-saving measures in homes and businesses, waste reduction, food waste avoidance and sustainable gardening.

Transport (Engineering and Environmental Services)

Services Provided: Traffic and transport engineering services, road safety programs, sustainable transport programs.

Services Delivered in 2013/14:

- 942 traffic customer service requests investigated
- 69 traffic speed and volume counts conducted
- 170 temporary road closure permits issued
- 180 planning and building permit application referrals
- Delivered 40 school-based programs regarding road safety, sustainable transport and active transport
- Placed Council's six speed observation trailers in 256 locations
- Adopted the *Whitehorse Community Road Safety Strategy*.

Major Projects

The *Long-Term Financial Plan* ensures Council is able to continue delivering a significant Capital Works Program. Some of Council's major projects for the 2013/14 year are outlined below:

New Aqualink Box Hill Opens to the Community

When the new Aqualink Box Hill (AQBH) opened to the public on 16 December 2013, Council's vision to create an outstanding new community facility that provided a diverse range of health, fitness and leisure opportunities for its community, became a reality.

The redevelopment of AQBH was Whitehorse City Council's largest capital works project ever conducted. The facility opened after just 22 months of construction, and was completed on time and on budget.

The redeveloped AQBH is more than double the size of the old facility. It is one of the most modern and innovative aquatic and leisure centres in Australia in terms of its environmentally-sustainable design features, diverse aquatic facilities, spacious and flexible program spaces, and broad range of services.

The universal access achieved for users of all abilities not only meets current day design standards; in many instances, it exceeds them. The provision of ramped or graded access to all pools is just one of the accessibility principles provided for the comfort and social sensitivity of AQBH users.

The aquatic environment provides significant opportunity for energy reduction and water saving targets with leading practice features in sustainable design. Initiatives such as heat and electrical power from on-site co-generation, efficient pre-coat pool water filtration, highly-insulated and fully-sealed thermal envelopes, and new air handling control systems are integrated into the new building. Double glazing is used throughout the building and applied surfaces such as tiles and paints as well as fittings throughout the building have been chosen for their durability, serviceability and ease of cleaning.

The facility offers five heated swimming spaces and family-friendly water-play area. Located on the first floor overlooking the beautiful surrounds of Surrey Park and the indoor pool area, the 700m2 gymnasium is a state-of-the-art facility. Next to the gym are four large multiuse group fitness spaces.

The modern café is designed to cater to the needs of both AQBH patrons and visitors to Surrey Park with contemporary decor, and indoor and undercover outdoor dining areas. There is a 30-place short-stay crèche, providing a secure and interactive setting for children to be cared for while their parents use the centre.

Landscape Species Design and Construction - Aqualink Box Hill

The landscape plant species design for the Aqualink Box Hill redevelopment was undertaken by ParksWide with all plants grown and/or sourced through the ParksWide Nursery. Construction of the 3500m² landscape included 10,000 shrubs and ground covers, and 120 trees.

Home and Community Care (HACC) Mobile Device Implementation Project

The Mobile Device Implementation project was successfully implemented. The mobile devices give HACC staff immediate access to information on clients' support needs as well as live roster updates. The initiative has provided opportunities for further implementation of person-centred care, facilitates efficient communication between the office and support staff, and efficient management of assets.

HACC Active Service Model Implementation Project

The HACC Department continued to implement the Active Service Model (ASM), a capacity building, person-centred and restorative model of care that supports clients to live independently in the community.

A serious of forums was conducted involving all HACC staff to define the role of the support staff within ASM, and develop strategies, tools and tactics for future implementation. The tools created will allow development of the person-centred client profiles through a partnership between clients, HACC assessment staff and home support staff. The profiles will reflect a client's current capacity and support needs in order to self-manage effectively and reduce dependency on services. The profiles will also facilitate a more efficient Care Plan review process.

Expansion of Electronic Monitoring of Parking Program

Work was conducted on the expansion and updating of the current electronic monitoring of parking strategy, one of the identified strategies in the draft *Box Hill Car Parking Strategy*.

The objectives of the project are to:

- achieve an efficient and effective parking management strategy using both proactive and reactive methodologies
- install parking electronic monitoring devices in areas that have:
    - consistent high level demand for parking
    - competing demands for parking (e.g. commuter, business, retail, education etc)
    - routine parking management requirement.

The benefits of the program include:

- improving outcomes for businesses by maximising community access to parking
- freeing up of officer time to respond to community service requests
- accurate data of overstay frequency and infringement issuance rates
- data on usage levels and effectiveness of parking controls
- evidence-based collection of data rather than observational
- identification of peak demand points through the ability to monitor frequency and timing of patrols.

Halliday Park, Mitcham Upgrade

Council's largest play space - within Halliday Park - was fully upgraded to include a series of new play zones for children of all ages and abilities, including a variety of challenging physical, imaginative and sensory play experiences. Play equipment, including a climbing structure, cable ride, carousel, swings and slides, provide structured play opportunities, while integrated planting, a water swale and rockwork provide a place for natural and creative play. The play space is divided into the seasons of summer, autumn, winter and spring. It has elements that will attract children to enjoy an educative play experience in a play space evocative of the oak leaf inspired by the surrounding oak trees.

Energy Efficient Street Lighting

Council completed a $1.9 million program to replace 5218 street lights on local roads across the municipality with energy-efficient fluorescent lights (T5s).

The project involved changing 60 per cent of Council's mercury vapour street lights to the T5s as part of a major investment to save energy and reduce greenhouse gas emissions. The T5 lights are 68 per cent more energy efficient while still providing the same level of lighting.

There are also significant environmental benefits, with the new T5 lights expected to reduce greenhouse gas emissions by an estimated 1760 tonnes per year, or 35 million black balloons. This, in turn, will reduce Council's energy bills and maintenance costs, meaning the T5 lighting will pay for itself after an estimated seven years.

Rating Strategy

Council's *Rating Strategy* was drafted with an effective commencement date of 1 July 2014.

Designed to support Council's rating decisions from 2014/15 until 2017/18, the

Rating Strategy provides a comprehensive framework to support sound rating practices, rating decisions adopted by Council as part of the annual budget process, and enable decisions that result in rates and charges that are reasonable, and reflective of the service needs and financial capacity of the local community.

Although the *Local Government Act 1989* does not require Council to have a rating strategy, the Local Government (Planning and Reporting) Regulations, which came into effect in April 2014, list a rating strategy as part of a 'Governance and Management' checklist item for all Victorian councils.

Community consultation for the *Rating Strategy* formed part of Council's 2014/15 annual budget process.

Major Capital Works

A comprehensive Capital Works Program was a key feature of Council's $187 million Budget in 2013/14. An amount of $37.5 million was spent on major capital works projects including:

$17.98 million to Upgrade Buildings Throughout the City
Key features:

- $11.04 million for Aqualink Box Hill redevelopment
- $1.55 million for Mont Albert Reserve Pavilion
- $380,000 for sustainable and renewable energy and water initiatives
- $337,000 for Woodhouse Grove Kindergarten
- $288,000 for Watt Street Multistorey car park.

$6.34 million for Roads, Footpaths and Traffic Management Improvements
Key features:

- $2.15 million for renewal of damaged and worn footpaths, and the provision of crossings for people of all abilities and those with prams
- $2.14 million for upgrading and resurfacing local roads
- $381,000 for bike path improvements
- $313,000 for Ferris Avenue, Mitcham reconstruction
- $283,000 for traffic management and road safety improvements
- $278,000 for High Street, Mont Albert reconstruction.

$3.83 million for Park, Sports Field and Playgrounds
Key features:

- $837,000 for Box Hill Gardens circuit path
- $602,000 for Playground Upgrade Program
- $496,000 for Hagenauer Athletics Track
- $435,000 for Surrey Dive embankment
- $120,000 for 36 Central Road land improvements
- $100,000 for Morack Golf Course.

$1.79 million for Urban Improvements
Key features:

- $871,000 for the Box Hill Central Activities Area
- $442,000 for Blackburn Station Village.

$1.59 million for Drainage Improvements, $281,000 for Street Trees
Key features:

- $915,000 for drainage rehabilitation and pit lid replacement
- $317,000 for future drainage upgrades
- $281,000 for the continuation of Council's street tree planting program in line with the *Street Tree Policy*.

Sustainability Initiatives

Whitehorse City Council recognises the importance of taking local action to ensure we live in an environmentally-sustainable community, and takes active steps to address climate change, peak oil, and manage waste sustainably. Council has a suite of strategies and action plans to complement and support the *Whitehorse Sustainability Strategy 2008-2013: Our EcoVision* which outlines Council's sustainability agenda for the five-year period. The services and programs outlined below were delivered in line with the *Whitehorse Sustainability Strategy*, *Whitehorse Integrated Transport Strategy*, *Energy and Water Action Plans*, *Climate Change Adaptation Plan* and the *Peak Oil Plan*:

Note: Sustainable Business and Sustainable Communities are combined under Education and Community Engagement below.

Climate Change, Greenhouse and Energy

- New solar light installed at Terrara Park.
- Implemented the *Whitehorse Integrated Transport Strategy.*
- Implemented the *Climate Change Adaptation Plan.*
- Purchased 100 per cent GreenPower street lighting.
- Changed 5218 mercury vapour street lights to energy efficient (T5) lights, which is 60 per cent of all Council's mercury vapour street lights.
- Purchased 25 per cent GreenPower for Council's larger buildings and facilities.
- Council encouraged its staff to use public transport where feasible, resulting in public transport being used by staff to travel to 301 business meetings.
- Implemented the Walking School Bus initiative within four Whitehorse primary schools.
- Delivered 40 school-based road safety, sustainable transport and active transport programs such as Walk to School Day, Ride to School Day, bike maintenance courses and Transit.
- Participated in the Eastern Alliance for Greenhouse Action projects such as EcoDriver to improve fuel efficiencyfor council vehicles, electricity tariff review at Council buildings, as well as projects related to biodiversity, climate change adaptation and energy efficiencies in buildings.
- Provided four financial rebates for solar hot water systems and 32 for solar photovoltaic panels to residential homes.
- Continued to incorporate sustainable energy initiatives and solar panels in Council buildings where practicable and viable.

Water Conservation and Quality

- Installed stormwater treatment measures including a new gross pollutant trap within Council's Operations Centre and a new rain garden in the car park at Koonung Park, Blackburn North.
- Continued the Yarra Valley Water showerheads exchange program to exchange inefficient showerheads for more water-efficient fittings.
- Provided six financial rebates for the purchase and installation of water tanks.
- Continued to incorporate sustainable water initiatives in Council buildings.
- Upgraded plumbing at several sites to fit water-saving devices in showers, toilets and hand basins.
- Rainwater harvesting tanks installed at Mirrabooka Reserve Pavilion, Walker Park Pavilion and Koonung Reserve Pavilion.
- Upgraded urinals at Slater Reserve and East Burwood Hall.
- Continued to use rainwater and reclaimed water at the Jolimont Road Nursery to irrigate plants.
- Continued to use rainwater to flush the majority of toilets at the Whitehorse Civic Centre.
- Installed a smart meter at the Mont Albert Pavilion to allow remote monitoring and access of real time and historical data.

- Installed 10,100 Litre water tanks each at Mirrabooka Reserve Pavilion, Walker Park Pavilion and Koonung Reserve Pavilion and connected to toilets at all venues.
- Harvested water storage totalling 30,300 Litres.
- Use of Soaker, a recycled product to soak up and clean up oil and fuel spills, preventing it from washing into the storm water drainage and river systems.
- As part of the Warm Season Grass Transfer Program, further sports fields were replaced with drought resistant grasses this financial year.
- Undertook dry concrete grinding of raised footpath slabs as opposed to wet grinding.
- Advocated for community funding grants to install water tanks into Neighbourhood and Community Houses.

Resource Efficiency, Waste and Recycling

- Introduction of technology in the form of mobile computing to improve the productivity of Council staff (inclusion support facilitators and environmental health officers) working in the field.
- The online booking program for the Parent Forums was very successful – approximately 80 per cent of all bookings were made on line which reduced the workload of administrative staff.
- Successfully completed digitalisation of approximately 5000 hard-copy client files to the TRIM database.
- Ongoing use of reusable frames for community exhibitions and exhibitions of works at the Whitehorse Artspace which reduces the need to buy and store additional frames.
- Major conservation work was undertaken on two key sculptural works in the Art Collection, making certain they endure for the benefit of future generations.
- Replacement of fluorescent lighting with energy efficient LEDs in the Willis Room and Whitehorse Centre office.
- Reduced waste at Council events through the use of instructional recycling bin lids and a speciality waste management contractor.
- Introduction of the Time Target rostering system at Aqualink Box Hill eliminated the need to print timesheets (180 pages saved fortnightly).
- Introduction of a soft plastic recycling, battery recycling and organics recycling program at Sportlink.
- Resource savings achieved at Box Hill Gardens through the use of recycled bricks in the multipurpose area and a water tank servicing the toilets.
- Introduction of notification of unpaid animal registration through mobile phone text messaging rather than posting out letters (expected saving of $5000 annually).
- Introduction of mobile offices in Compliance areas will provide efficiency gains, remove duplication and improve community response times.
- Balloons and plastic bags are no longer used at events.
- Implemented key measures in the *Waste Management Plan 2011* including the downsizing of 48,000 household rubbish bins to the new standard 80-litre bin, providing an additional 16,900 recycling bins and 5100 garden bins to help reduce waste to landfill.
- Increased the diversion of waste from landfill compared with previous years through expanded recycling and garden organics services.
- Continued to introduce or increase sustainable waste management practices for Council's major festivals.
- Used recycled materials and products in works programs such as refurbishing existing pieces of equipment installed on streets rather than buying new equipment.
- Conducted a Renew kerbside collection and Drop Off day to recycle unwanted but re-useable household items, resulting in 31.67 tonnes of items including textiles, household goods, books, small appliances, printer cartridges, televisions,

computers and toys collected (almost 5809 households participated in the kerbside collection, averaging 8.04 kilograms per bin and 652 people came to the Drop Off day).

- Continued a light globe recycling program and a household battery recycling program by setting up recycling bins/boxes at customer service centres and the Whitehorse Recycling and Waste Centre.
- Collected 18,045 tonnes of recyclable materials from the kerbside recycling collections.
- Encouraged home composting through workshops and a rebate program.

Our Natural Environment

- Successfully attained a Junior Landcarer grant of $900 for the Vermont South Children's Services Centre.
- Started using biodegradable green-clean products for domestic assistance in Home and Community Care services.
- Implemented the *Whitehorse Urban Biodiversity Strategy for Council-managed Open Space, Streetscapes and Community Facilities* to provide a more structured approach to the sustainable management of Whitehorse's biodiversity assets.
- Introduced more environmentally-friendly biodegradable products at the Whitehorse Centre.
- Replaced annual floral displays in Council's gardens with drought-tolerant perennials.
- Integrated sustainable landscape design principles into the design and construction of public spaces, particularly water sensitive urban design.
- Maintained Council's remnant bushland reserves.
- Managed Council's horticultural nursery that produced 29,233 indigenous plants for use in gardens, parks and other council assets and areas.

Buildings, Infrastructure and Planning

- Combined panel and advisory committee hearing held in relation to Amendment C130 to the Whitehorse Planning Scheme. The amendment proposes to introduce a new Clause 22.18 Environmentally Efficient Design Policy to the *Local Planning Policy Framework* and update Clause 21.05 Environment to reference environmentally-sustainable development.
- Tinting of windows in the Box Hill Town Hall and Hub to reduced glare and assist with heat retention within the building.
- Incorporation of many sustainable design principles in the Aqualink Box Hill redevelopment including:
    - heat and electrical power from on-site co-generation, efficient pre-coat pool water filtration, highly-insulated and fully-sealed thermal envelopes and new air handling control systems integrated into the new building (these initiatives combine to significantly reduce water loss and condensation, lower evaporation rates, reduce energy demand for air and water and improve the air and water quality)

    - installation of two energy-efficient systems to provide a controlled, temperate and dry internal climate throughout the indoor pool hall (the primary air ventilation system operates as a heat exchange, transferring the heat to the fresh air supplied into the building from the used air extracted to the outside. In conjunction with this heat exchange process, the Bauer System of air conditioning regulates the quality of the air. It effectively "wraps" all surfaces in a protective film of air, similar to the effect of placing a cover over a pool. Together, these systems will save approximately 20-30 per cent of energy use)

    - installation of a filtration system engineered to provide optimum water quality while resulting in reduced running costs, chemical use and water use (it incorporates the latest monitoring and dosing systems to ensure swimming water is maintained at a high quality)
    - installation of a highly-sustainable product called "wood wool" in many of the walls and indoor pool hall ceiling (made of shredded timber harvested from plantation stock, it is durable and has high noise absorption. Used in sports facilities in Europe, this is the first time it has been used in Australia)
    - double glazing throughout the building to help stop unwanted solar heat from penetrating the building
    - applied surfaces such as tiles and paints as well as fittings throughout the building have been chosen for their durability, serviceability and ease of cleaning.
- Incorporated ecologically-sustainable design principles into Mont Albert Reserve Pavilion design.
- Retrofitted a new LED scoreboard into existing scoreboard building at Vermont Reserve.
- Installed solar panels at Blackburn Bowls Club.
- Installed solar hot water systems at Blackburn Children's Services Centre, Box Hill Library, Central Box Hill Children's Services Centre, Lucknow Street Children's Services Centre in Mitcham, Vermont South Children's Services Centre, Vermont South Library, Whitehorse Operations Centre in Box Hill South, Horticultural Centre in Forest Hill, Friend Street Kindergarten in Mont Albert North, Florence Road Kindergarten in Surrey Hills, Parkmore Preschool in Forest Hill and Mitcham Community House
- Installed a 10 kilowatt photovoltaic power generator at the Whitehorse Operations Centre, Box Hill South.
- Installed photovoltaic power generators, ranging in size from two kilowatts to five kilowatts, at seven neighbourhood houses in Whitehorse.
- Installed LED lighting systems at the Whitehorse Civic Centre in Nunawading, Whitehorse Operations Centre administration building in Box Hill south, Burgess Family Centre in Box Hill North, Box Hill Community Arts Centre, Aqualink Nunawading gymnasium and at three neighbourhood houses.
- Implemented the local *Environmentally Sustainable Design Policy* to encourage sustainable development in the municipality.
- Invested $380,000 to incorporate sustainable energy and water initiatives in Council buildings.
- Recognised the community achieving sustainable building practices through Council's annual Sustainability Awards.

Education and Community Engagement

- Council's centre and home-based early childhood services continued to deliver educative sustainability programs around water conservation and recycling, and, at some venues, vegetable gardens and worm farms.
- In conjunction with Blackburn Lake Sanctuary Education Officer, the Family Day Care service trialled a Bush Playgroup for six months which introduced children and educators to the natural environment.
- Hosted an environmental and sustainability workshop as part of Whitehorse Sustainability Week with 20 businesses in attendance.
- Presented the "Sustainability for Business" seminar, attended by more than 60 businesses.
- Promoted Yarra Valley Water environmental programs to the Whitehorse business community.
- 'Stories under the Trees' was a very successful collaboration with the

Whitehorse Tree Education Officer, with storytelling in the park, and seed planting craft in the library.

- Sustainable Garden Design talk delivered by permaculture expert Mariette Touhey at Nunawading Library, with 70 attendees.
- Vermont South Library hosted a talk on drought-tolerant gardens as part of National Tree Day, with 33 attendees.
- Promoted recycling of soft plastics at Nunawading and Box Hill libraries over four weeks in line with National Recycling Week. Members of the public could exchange their plastic bags for a reusable calico bag and information on how to recycle soft plastic. More than 100 calico bags were distributed.
- The Box Hill Community Arts Centre conducted the Discarded Recycled Art competition providing the community with an opportunity to challenge how society disposes of electronic waste.
- Developed and implemented nine community events as part of Sustainable Living Week, with more than 1895 people attending to address topical and practical issues on how to live more sustainably.
- Delivered a series of community workshops, events and activities throughout the year, including resource efficiency workshops and behaviour change training to implement community objectives.
- Continued the Sustainability Street program including the do-it-yourself model and train-the-mentor program (there are three Sustainability Street Groups in Whitehorse – Blackburn, Box Hill, and Mitcham).
- Recognised local businesses, homes, community groups and schools for their ongoing sustainability achievements as part of Council's annual Sustainability Awards.
- Supported three local schools to participate in the Australian Sustainable Schools Initiative program.
- Developed and ran Fair Trade Fortnight with events aimed to raise community awareness and purchase Fair Trade products.
- Hosted community forums and workshops covering topics such as waste reduction, food waste avoidance, recycling, sustainable gardening and water and energy efficiency.
- Delivered 31 sustainable transport programs including BikeEd, Transit, Bike it!, Cycle Wise, Keeping Safe and Mobile, Walking School Bus, Walk to School Day, Ride to School Day and TravelSmart maps.

Sustainability Policy, Leadership and Reporting

- Continued to use the Mercury eRecruitment system that minimises the need to print off hard copies of all job applications.
- Implemented the Risk Management Safety Solution system to reduce paper-based incident reporting.
- Automated some of Council's compliance training with an eLearning provider.
- Provided training for childcare centre educators on sustainability operations, policies and procedures, natural materials and outdoor environments.
- Facilitated the Tally Ho Business Park Waste Management Group.
- The Fair Trade Steering Committee continued to meet. Whitehorse is one of six local government areas in Australia with Fair Trade accreditation.
- Continued to engage contractors demonstrating a commitment to sustainable initiatives through the contract and tendering process.
- Spent approximately nine per cent of materials purchases on recycled content and environmentally-friendly products.
- Continued implementation of Council's Greener Office Program, including the use of Fair Trade products.
- Engaged Council staff to become EcoLeaders and implement sustainability projects across Council.
- Continued implementation of paperless e-learning programs for various training programs.

- Increased eNews distribution to promote Council activities.
- Greater use of electronic document management system for job files.
- Continued the use of Council letterhead produced from 100 per cent recycled paper, using 100 per cent renewable energy and waterless printer using vegetable oil based inks.
- Continued to use 100 per cent recycled toilet paper exclusively in Whitehorse Civic Centre toilets.
- Continued producing publications in 100 per cent recycled paper using 100 per cent renewable energy and preferring waterless printer, using vegetable oil based inks.
- Continued to produce business cards from 100 per cent recycled paper.

The detailed financial sustainability of Council is available in the full financial report from page 143.

Disability Initiatives

Disability Policy and Action Plan 2012-2016
People with a disability and or mental illness are valued members of the Whitehorse community, with the same rights and responsibilities as all other community members.

Whitehorse City Council recognises that people with a disability continue to experience barriers that may prevent the full realisation of their rights as equal members of the community.

The purpose of the Whitehorse *Disability Policy and Action Plan* is to provide a strategic framework that guides Council's actions across the organisation and the community, in partnership with key stakeholders and as an advocate for the rights of people with a disability and or mental illness.

As a result of extensive community consultation, review of research, legislation and policy directions Council identified five priority areas that guide actions 2012-2016. The following information describes the *2013-2014 Disability Policy and Action Plan* achievements.

Changing Attitudes
Council promotes the inherent dignity and respect for all people living in the Whitehorse community regardless of difference. Council will continue to raise awareness of the challenges facility people with a disability, as well as building the capacity of its organisation and the broader community to be responsive to the needs of people with a disability.

Achievements included:

- providing a community grant (Discount Support) for venue hire to the Eastern Disability Service Network and Mental Health Service providers
- training in disability and Aboriginal cultural competency attended by 69 people from 28 different disability and community organisations (the workshops were delivered through a partnership between the Eastern Region MetroAccess Officers and Eastern Access Community Health, building on the work undertaken by the Darebin City Council MetroAccess Officer)
- commenced research to better understand the issues and implications of violence against women with a disability. This has included participating on the Women with Disability Gender and Disability Advisory Group, facilitating a presentation by the Eastern Domestic Violence Service to the Eastern Disability Service Network and participating on regional working groups.

Social Connectedness
Council strives for equitable access and inclusion of people with a disability in all Council services, programs and activities that support people with a disability to participate in the life of the community. Council works in partnership with local disability service providers, community organisations and businesses to build up the social experiences and connections of people with a disability and their families within Whitehorse communities. Where actions fall outside the responsibility of Whitehorse City Council, we advocate to relevant organisations, and state and federal government departments on behalf of people with a disability, their families and carers.

Achievements included:

- Nebula, Arts Access Victoria's fully accessible portable art space hosted two photographic workshops for people with a disability during Council's Spring Festival
- provision of AUSLAN interpreters at the Whitehorse Carols and Australian Day events, enhancing accessibility for approximately 50 people
- Home and Community Care staff provided a range of community and in-home respite services to

approximately 151 people with a disability
- the Inclusion Support Project continued to support 110 Commonwealth-funded childcare centres to be more accessible to children with a disability (approximately 170 children in Whitehorse are supported through this program).

Information and Communication
Council continues to develop, promote and provide information that is accessible to people with a disability, facilitating opportunities and addressing any barriers that prevent people with a disability communicating with or receiving information from Council.

Achievements included:
- commencement of an internal project to explore the accessibility of Council event venues, with information gained used to develop a Council event planning handbook (initial phase of project considered the accessibility of five community event venues)
- strategic input from the Whitehorse Disability Advisory Committee (WDAC), an advisory committee of Council providing strategic advice on a number of plans, strategies and developments with respect to the impacts on the lives of people with a disability and their families. The WDAC played a key role in the development of the *Whitehorse Disability Policy and Action Plan* and assists in monitoring implementation of the plan. Strategic input was sought from the WDAC in relation to the following Council plans, strategies and developments:
    - *Festival and Event Permit Guide*
    - *Health and Wellbeing in Whitehorse Plan*
    - *Whitehorse Community Road Strategy*
    - Accessible Communication Project

  In addition, advice was sought from the WDAC to inform Council's submission to the Inquiry in to Social Inclusion and Victorians with a disability
- implementation of the Accessible Communication Project, a partnership between Council's Communications and Community Development departments. The project provided an opportunity to bring neighbouring councils together to explore issues and opportunities to improve accessible communication outcomes for the community. Fifty-one Council officers representing the seven eastern region councils attended the Accessible Communication Forum and approximately 30 people attended the subsequent workshops. The information gained from the presentations, workshops and exchange of knowledge will be compiled into an Accessible Communication Guide for Local Government in the Eastern Region.

Accessible Built Environments
Council's commitment to planning for and improving access in the built environment continues in relation to parks, signage, roads, footpaths, buildings and other facilities such as libraries and leisure centres that fall within Council's responsibility and sphere of influence.

Achievements included:
- Council's capital works and maintenance programs continued to ensure compliance with relevant legislation and standards by increasing the accessibility of the footpaths, pathways, car parks, roads and bike paths in the community
- continued implementation of the *Building in Whitehorse – Promoting Access to Builders* project, resulting in the publication of the *Building in Whitehorse* that aims to enhance the capacity of builders, developers, renovators and property owners to understand changes in legislation and building codes relating to access to premises
- incorporation of universal design principles into the planning and

building of numerous Council developments and redevelopments including:
  - Mont Albert Pavilion
  - Box Hill Gardens
  - Play space upgrades – Halliday Park, Wren Close
  - Streetscape upgrades – Carrington Rd
  - Amphitheatre Redevelopment at Eley Park
  - Springfield Pavilion

Employment, Training And Employment

Council continues its work in understanding and addressing the barriers experienced by people with a disability accessing paid employment, training and volunteering opportunities in relation to the opportunities available within Council and in the broader community context.

Achievements included:

- people with a disability volunteered their time to participate in the Human Library Project a joint initiative between Council and the Whitehorse Manningham Library Corporation
- Council staff continued to access disability-related training relevant to their role (Aqualink staff undertook Disability Awareness Training and worked with AMAZE to explore the inclusion of children with Autism Spectrum Disorder in children's party activities)
- promoted the employment of people with a disability through Council's Down 2 Business publication.

Advocating for the Community

Whitehorse City Council regularly lobbies the state and federal governments to secure funding for projects that have been identified as key priorities by the local community. These key priorities are determined by Council through various public consultation methods.

The information gathered assists Council to understand the community's view on proposals, find out how widespread a particular concern is, plan for the future needs of the municipality and make decisions that are fair to the whole community.

Based on the input from this year's community feedback, Council continued to lead major advocacy campaigns to attract state and federal government support and funding for improved services and infrastructure.

Some of the major campaigns Council has been involved in over the past 12 months are:

- kindergarten funding
- public transport issues through membership of the Eastern Transport Coalition and Metropolitan Transport Forum
- rail crossing grade separations
- upgrading the Box Hill Transport Interchange
- improvements to bicycle paths.

Kindergarten Funding

Whitehorse City Council played a leading role with other councils in advocating to the Commonwealth Government to renew the National Partnership Agreement and continue funding for the additional five hours of four-year-old kindergarten for the community.

As at 30 June 2014, the Commonwealth Government had not committed to funding a new partnership agreement with the states and territories beyond the end of this year. This has created concern within the early childhood education sector that the 2008/09 reforms of the early childhood education and care sector in Australia may not be supported into the future.

A decision to not fund the continuance of the reforms will likely see the rollback of the universal access program and the quality reform agenda championed by the Commonwealth Government in 2008.

Alternatively, the families of 73,000 Victorian pre-schoolers will face untenable fee increases of up to 129 per cent to maintain existing service levels.

Council has written to the federal and state governments' early child services ministers and all local federal and state members of parliament, seeking their support and advocacy in ensuring that federal funding continues for the program.

Transport Issues

Some of the major campaigns Council was involved in included:

- rail level crossing removals for Mitcham Road, Rooks Road, and Blackburn Road
- public transport issues through membership of the Eastern Transport Coalition and Metropolitan Transport Forum
- upgrading the Box Hill Transport Interchange
- Box Hill to Ringwood bike path
- Healesville Freeway Reservation shared bicycle and pedestrian path
- pipe track shared bicycle and pedestrian path.

Rail Crossing Removals

Council was pleased with the state government's commitment to the Blackburn Road crossing removal project with funding provided for removal of this crossing. The government has committed completing this project by mid-2017.

Council was also pleased that the state government completed the removal of rail crossings at Mitcham Road and Rooks Road, and improved facilities including the upgrade of Mitcham Railway Station.

Council advocated for the best community outcomes for the rail crossing removal at Mitcham and liaised with the alliance that delivered the the project daily. This ensured Council assets were protected and enhanced and community interests were highlighted.

A key area of focus for Council was the needs of users of the Mitcham Senior Citizens Centre due to the centre being compulsorily acquired by VicRoads in order to complete the rail crossing removal.

This involved engaging, empowering and facilitating communication (including regular meetings; both internal and external, distribution of newsletters providing updates on the acquisition – including demolition works being carried out and road closures to help minimise potential frustrations by community) between users of the Mitcham Senior Citizens Centre, in particular the Mitcham Seniors Citizens Club Committee of Management, various internal Council departments and VicRoads.

In 2013, the Mitcham Senior Citizens Centre was moved to an interim venue and was opened with limited impact to service delivery for more than 300 users of the centre. It has been reported that the membership of the Mitcham Senior Citizens Club has increased since the move.

Council remains concerned about safety and other issues at other level crossings in Whitehorse and continue to work with the state and federal governments to develop solutions. Rail crossings at Middleborough, Springvale, Rooks and Mitcham Roads have been removed in recent years. Road and rail users continue to reap the benefits of Council's many years of lobbying and seeing these major transport infrastructure projects coming to fruition.

Council's *Integrated Transport Strategy 2011* contains a key action to advocate for the grade separation of all railway crossings in Whitehorse.

Improvements to Public Transport
Council continues to lobby state and federal governments to improve public transport services and infrastructure across the municipality in accordance with the *Whitehorse Integrated Transport Strategy*. Council is an active member of the Eastern Transport Coalition and the Metropolitan Transport Forum, both of which have continued to conduct campaigns to make sure that public transport stays at the forefront of thinking for all levels of government.

One of Council' s highest priorities for improved public transport infrastructure is the Box Hill Transport Interchange. Upgrading this important facility will continue to be the focus of Council advocacy to state and federal governments until significant funding commitments are made.

Council also continues to advocate for an extension to the Burwood Highway tram line to Knox City, bus service improvements and extensions to the train network to Doncaster and Rowville.

Council continues to implement education programs that aim to increase the number of people using public transport and improve patron safety. Programs delivered during 2013/14 that focus on public transport include Transit, Keeping Safe and Mobile, assistance with the Great Transport Race program, programs for culturally and linguistically diverse communities, and the distribution of TravelSmart maps.

Improvements for Bicycles
Council continued to work with the state government and other key stakeholders to strongly advocate for improved facilities for bicycles throughout the municipality in accordance with the *Whitehorse Bicycle Strategy 2007* and *Integrated Transport Strategy 2011*. Key projects for advocacy included:

- construction of the bike path along the rail corridor between Box Hill and Ringwood.

- construction of a shared pedestrian and bicycle path along the Healesville Freeway Reservation.construction of a shared pedestrian and bicycle path along the Melbourne Water pipe track
- improved bicycle access along major arterial roads which are the responsibility of the state government

Meeting Our Strategic Objectives

1. Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities

Strategies	Examples of how we met this objective
1.1.1 Continue to develop existing Council facilities accessible and adaptable to inter-generational and diverse and multicultural community users.	• Aqualink Box Hill (AQBH) was redeveloped and re-opened to the public on 16 December 2013. The new modern facility offers a diverse range of accessible dry and wet programs and facilities, including a warm water therapy pool for use by older people and disability groups. AQBH attracted more than 288,000 visitations in its first five months of operation. • In recognition of National Reconciliation Week, Box Hill Community Arts Centre presented *Footprints – The Journey of Lucy and Percy Pepper,* a travelling exhibition, courtesy of the Public Record Office Victoria. The exhibition traces the lives of an Aboriginal family in the first half of the twentieth century and is a remarkable parable about the strength of family in the face of adversity. • Box Hill Town Hall staff conducted 20 free community tours of the complex and Artspace. The facility contains an in-depth history of this iconic building for visitors and groups to enjoy. • Commenced construction of a new multi-purpose sporting pavilion at Mont Albert Reserve.
1.1.2. Promote benefits of flexible, multipurpose spaces.	• The Whitehorse Centre's professional theatre and music season continued to attract leading national companies to its season and experienced a number of sold out shows with a strong subscription base of regular patrons. • Council continued to support the diverse groups that work at the Box Hill Town Hall hub and the Whitehorse Community Resource centre (Forest Hill)
1.1.3. Promote services, programs and facilities to meet the needs of community.	Council's libraries continued to provide a range of programs to meet the diverse needs of the community. Below are some examples of programs delivered: • Library programs for children have exceptionally high attendance numbers and over the past few years the range of programs has been increased to meet growing demand for these services. Each month, 42 regular early literacy sessions were delivered at Whitehorse library branches including Story time, Tiny Tots, Baby Karaoke and Noisy Minors. These programs received very high attendance numbers. Other internal activities included school holiday programs, book clubs, school visits and special events

	such as Children's Book Week. • The Youth Librarians delivered regular outreach services at childcare centres, kindergartens, and maternal and child health centres. • Libraries provide free public access to the internet. Downloads have doubled each year since the introduction of public wifi access at library branches and the use of the libraries' fixed public computers continued to rise. Additional public computers were installed this year in response to this demand. • The libraries provided a range of digital literacy programs for the community aimed at supporting access to electronic information and resources. • Approximately 2500 people attended a range of events and activities held for adults including author talks, book circle discussion groups, Family History group and the annual Summer Reads program. The librarians also presented information sessions to a range of community organisations and groups, to connect people to library services and resources. Examples in other areas of Council's business include: • Delivered 51 programs targeting vulnerable road users such as pedestrians, cyclists and motorcyclists. • A range of kerbside waste and recycling collection services, including optional services and bin choices were offered. • Heritage Week was held during 12-19 September 2013. The program included 18 events and three new partnerships were established. The new partners were Royal Botanic Gardens, Blackburn Lake Sanctuary Education Program and Le Pines Funerals, Box Hill. Approximately 1300 attended at least one of the Heritage Week events and a total of 235 surveys were completed. The majority of survey respondents indicated they found the program very enjoyable and considered Heritage Week an important aspect of local community life. • Sportlink successfully launched two new in-house programs including social badminton on Tuesday nights which has attracted an average of 40 players per week. A social table tennis program was introduced on Wednesday evenings.
1.1.5. In partnership, plan and provide appropriate services to our ageing population, youth, families, individuals and children based on current and future need.	• A weekly Homework Help Club with professional tutors was held at Box Hill Library for students in years 7-12. This program is a partnership between the library and Youth Connexions. • Successfully collaborated with partner organisations to deliver key strategies contained in the *Whitehorse Municipal Youth Plan 2009-13* and the *Whitehorse*

	Municipal Early Years Plan 2009-13. • Delivery of six programs focusing on the road safety needs of elderly community members. • Delivery of two early childhood road safety programs. • Delivery of 40 school-based road safety, sustainable transport and active transport programs. • Supported three local schools to participate in the Australian Sustainable Schools Initiative program, AuSSI Vic and promoted the program to all local schools. • Partnered with Gateway LLEN and Bikes 4 Life with bicycle repair and recycling program that benefits youth and underprivileged communities. • Achieved significant progress in the implementation of the Active Service Model in the Home and Community Care (HACC) services. This model is a person-centred, capacity-building model of care that supports clients to live to their optimum level of independence. • The Mountainview Cottage building was reconfigured to open up more space for client activities and accommodate programs growth. • Council's Environmental Health team implemented a number of positive strategies to engage with the commercial food industry and encourage a best practice approach to food safety practices.
1.1.6. Promote programs and services that foster social connections within the community.	• In its first year, the Whitehorse FReeZA Committee (Flying Pigs Events) facilitated a diverse range of events for young people. Events ran by the committee included the Reel Action Film Festival, Battle of the Bands, Spring Festival Youth Area and the Nunawading Pool Party. The events provided young people between the ages of 12 and 25 with the opportunity to attend affordable and accessible music and cultural events. • Council's Maternal and Child Service together with the Whitehorse Community Health Service partnered to provide the Baby Makes 3 program initiative to first-time parents. The program assist parents to maintain healthy relationships and with their transition to parenthood. • Achieved significant progress in the implementation of the Active Service Model in the HACC services. This model is a person-centred, capacity-building model of care that supports clients to live to their optimum level of independence. • Council works with and supports the many culturally diverse seniors groups, the Whitehorse Interfaith Network and runs events such as Global Fiesta and the Aboriginal Flag Raising ceremony to embrace and

	showcase the work of the municipality's diverse community groups and organisations.
1.1.7. Promote programs that foster wellness and the prevention of disease.	• The *Whitehorse Health & Wellbeing Plan* was adopted by Council in October 2013 with the Implementation Plan adopted in March 2014.
1.1.8. Continue to support volunteers and explore civic participation opportunities for increased community involvement.	• Commenced the 'L2P' learner driver program that uses the skills of volunteers to implement this road safety program for disadvantaged youth. • Volunteers continued to enhance the provision of library services through their participation in the delivery of the Home Library Service, the Book Buddies literacy program for new migrants and the fund raising activities of the Friends of the Nunawading Libraries (FONL). This year, FONL held two successful book sale days and a literary afternoon tea with author of books on Indigenous Australian history and heritage, Jim Poulter. Funds raised by FONL help support a range of library programs. • The Whitehorse Volunteer and Community Participation Strategy was presented to Council in April 2014 and placed on public exhibition for further consultation until end of May 2014. The final plan was adopted by Council on the 23 June 2014. • Volunteers continued their involvement in the Meals on Wheels service assisting in the delivery of over 108,000 meals to residents.
1.1.9. Further strengthen partnerships to implement policies, plans and projects that deliver positive outcomes for the community	• The *Community Road Safety Strategy 2013* was adopted, after completing extensive community engagement activities. • Supported sustainable community groups such as Sustainability Street, Transition Communities and Urban Harvest Swap • The libraries provided a number of work experience placement opportunities for local secondary school students and industry placements for TAFE and University students, in addition to hosting a number of community service placements for Duke of Edinburgh Award participants. • Council continued to support the many culturally-diverse seniors' groups and the Whitehorse Interfaith Network, and ran events such as Global Fiesta and the Aboriginal Flag Raising ceremony to embrace and showcase the work of the municipality's diverse community groups and organisations. • Council continued to support two advisory committees – the Reconciliation Advisory Committee and the Disability Advisory Committee. Both committees worked on a number of initiatives during the year

	including the development of a DVD titled *Nobody's Child* that told the story of the Stolen Generations in Whitehorse. • The outcomes of the: Whitehorse Diversity and Disability Plans, the Positive Ageing Strategy and the Volunteer and Community Participation Strategy and the Reconciliation Action Plan Strategy were all presented to and endorsed by Council. • HACC services continued their partnership work with the Whitehorse Community Health Service particularly in the delivery of the Occupational Therapy funded project. This enhanced outcomes for client's independence and the timely delivery of support services.
1.1.10. Continue to provide financial and in-kind support to community groups and organisations.	• Council continued to support the diverse groups working at the Box Hill Town Hall hub and the Whitehorse Community Resource centre (Forest Hill). • Resourced and supported the Youth Issues working group.
1.1.11. Promote the role of Council and community in relation to community safety, amenity and healthy neighbourhoods	• Published 29 articles in print media regarding road safety, sustainable transport and active transport. • Held the Sustainable Food and Wine Fair involving local produce suppliers and community organisations, to promote healthy cooking practices and food products. • The *Whitehorse Volunteer & Community Participation Strategy* was adopted on 23 June 2014. • The outcomes of the *Whitehorse Diversity and Disability Plans, Positive Ageing Strategy, Volunteer and Community Participation Strategy* and *Reconciliation Action Plan Strategy* were endorsed by Council. • Council's Graffiti Management Program continued to promote local neighbourhoods and minimise the perception that the local area is unsafe.

2. Maintain, develop and enhance our built environment.	
Strategies	**Examples of how we met this objective**
2.1.1. Improve the links and usage of transport modes with regard to efficiency, sustainability and safety.	• Constructed a new shared pedestrian and bicycle path in Surrey Park and along Surrey Drive, Box Hill. • Placement of Council's speed observation trailers in 256 local streets. • Completed various traffic management improvements including speed cushions, pedestrian crossings and fencing.

2.1.2. Continue to lobby for improved pedestrian linkages and transport connectivity.	• Continued advocacy to the state government for improved bicycle infrastructure throughout the municipality. • Continued advocacy to the state government for improved public transport particularly the urgent upgrade of the Box Hill Transport Interchange.
2.1.3. Continue to maintain and enhance Council's physical assets for long-term sustainability, safety, public amenity and appearance.	• Continued to maintain and improve Council's physical assets including roads, drains, footpaths, kerbs, signage and street furniture. Other services delivered include line marking and various cleansing services such as township cleaning, graffiti removal and dumped rubbish collection. • The trial of "TonerPave" recycled asphalt product supported Council's commitment to reduce the volume of waste sent to landfill and enhance environmental sustainability. This is achieved through the lowering of carbon emissions for every tonne of asphalt used in asphalt maintenance works. • The annual Renew Collection day at Council's Commercial Operations Centre reduced the amount of unwanted household items being sent to landfill. • Maintenance of Council's stormwater drains to ensure they are obstruction free and do not compromise their design capacity. • Ongoing delivery of Council's street sweeping program to remove debris and rubbish from Council roads, kerbs and car parks. • Installation of solar panels at Blackburn Bowls Club. • Resurfaced and reconstructed 13 kilometres of local roads. • Completed upgrade of the streetscape in Carrington Road, Box Hill. • Completed the construction and re-alignment of a new 8th tee and concrete pathway at Morack Golf Course, and erection of a safety fence along the Morack Road boundary. These course improvements will increase safety for golfers and the local community and enhance year round access and playability.
2.1.4. Support and promote greater housing diversity (including affordable housing) balanced with preserving the heritage, landscape, cultural and natural environments.	• Adoption of the *Housing and Neighbourhood Character Review 2014*. • Completion of the *Post 1945 Heritage Study*.
2.1.6. Continue to encourage sustainable and quality retrofit of existing	• Completion of 45 major and minor building construction and renewal projects with a combined

Council facilities.	value of $5.4 million. • Completion of 4868 Essential Safety Measures inspections at 211 buildings on Council land. • Upgraded fire safety measures at seven buildings. • Completed 300 routine maintenance inspections for automatic doors, water treatment and height safety access systems. • Conducted 350 inspections of roof gutters and roof drainage systems at 140 buildings. • Conducted regular inspections and servicing of heating and cooling plant and exhaust fan systems at 134 buildings. • Completed painting works at 18 buildings. • Installed a new gross pollutant trap within Council's Operations Centre and a new rain garden in the car park at Koonung Park.
2.1.7. In partnership with the community and key stakeholders develop policy and principles that define and guide responsible and appropriate development.	• Completion of the review of the Whitehorse Planning Scheme. • Processed more than 1200 planning permit applications and issued over 300 building permits, over 500 siting report and consent applications and over 1000 building enforcement actions.
2.1.8. Continue to provide affordable, effective, and sustainable Council waste services and initiatives.	• Implemented key actions in the *Whitehorse Waste Management Plan 2011*. • Serviced 31,145 bookings for the "ring and book" hard waste and bundled pruning collection service, an increase of 20 per cent from 2012/13. • Completed the rubbish bin downsize program and delivery of additional recycling and garden bins. More than 70,000 bins were delivered or exchanged with 79% of households changing to the new standard 80-litre rubbish bin. Delivered 16,900 additional recycling bins and 5,100 additional garden bins. • Completed a home composting trial involving 200 households using different forms of home composting, to assess different ways of diverting food waste from the rubbish bin, and therefore reducing waste to landfill. • Conducted a Renew kerbside collection and Drop-Off Day for the recycling of unwanted but useable household items. A total of 46.70 tonnes was collected from the kerbside Renew service and 31.67 tonnes of electronic goods and household items were brought to the Renew Drop-Off day. • Conducted a successful 'Talking Rubbish' competition receiving over 250 entries from schools and the

	community who shared their stories, poems and videos about how they reduce waste to landfill. - Since the launch of the Bikes4Life initiative in December 2013, an estimated 150 bicycles were diverted into the program for further reuse by Bikes4Life and Gateway LLEN. - Whitehorse Recycling and Waste Centre was attended by over 120,000 customers.
2.1.9. Improve shared civic open spaces.	- Upgraded play spaces in Halliday Park and Tunstall Park.

3. Increase in the amount of quality open space and improvement in the sustainability of our natural environment.

Strategies	Examples of how we met this objective
3.1.1. Continue to develop a municipality which retains, enhances and increases open space and sustainable streetscapes.	- Continued implementation of best practice standards for the maintenance of green infrastructure within the City of Whitehorse. Adhering to these maintenance standards ensures that: o parks, reserves and other open spaces are safe, clean and maintained throughout the year o long-term planning is undertaken to ensure the sustainable management of parks, reserves and other open spaces o the strategic objectives of the *Whitehorse City Council Vision 2012–23* and the *Whitehorse City Council's Open Space Strategy* are met. - Completed the concept plan for 36 Central Road Blackburn. - Completed tree removals, pathway and wetland construction and fence replacement works for 36 Central Road Blackburn. - Adoption by Council of its Vision for the former Healesville Freeway Reservation.
3.1.2. Identify environmental priorities that preserve biodiversity.	- Implementation of the *Whitehorse Urban Biodiversity Strategy for Council Managed Open Space, Streetscapes and Community* which seeks to conserve and maintain existing Whitehorse biodiversity, focusing on indigenous flora and fauna species while recognising the importance of native and exotic vegetation to habitat. - A pulse grazing bushland management habitat creation trial was initiated with support from Melbourne Water. The trial involves the use of goats grazing a degraded bushland area, a former billabong on Dandenong Creek in Abbey Walk in Vermont. Goats are brought in on a daily basis and are confined

	on the site by a permanent stock proof fence. It is expected that goats will favour weeds over desirable native species and that by regulating the grazing pressure the weeds can be targeted and the native vegetation can be nurtured. A monitoring scheme has been developed to assess the value of the trial over time
3.1.3. Consider and plan for climate change impacts on our natural environment.	• Continued to implement actions from the *Climate Change Adaptation Plan*.
3.1.4. Community education and awareness programs to raise awareness of the benefits of trees and vegetation in an urban environment.	• Launch and implementation of the Tree Education and Awareness Campaign. • The National Tree Day event was held at the newly-acquired land along the Eastern Freeway, 'Koonung Creek Parklands'. For the first time, Council ran two planting days. More than 150 people participated in planting 135 semi-advanced local indigenous trees, and 3500 local indigenous shrubs, grasses and groundcovers. Revegetation was undertaken in the reserve between Koonung Rd in Blackburn North and Busana Way in Nunawading. • Planned and delivered a successful 2014 Sustainability Awards program that recognised the community's efforts in caring for the natural environment. • Provided a series of sustainability workshops and events throughout the year covering topical issues such as the reduction of waste to landfill, growing your own food, home composting, sustainable gardening, energy and water-saving, recycling and permaculture. • Developed and implemented a successful Sustainable Living Week 2014 with nine community events and workshops attended by more than 1895 people. Workshops designed to enhance the natural environment included Urban Forest & Habitat, as well as permaculture blitz. • Continued to support sustainable community groups such as Sustainability Street and Transition Whitehorse Community.
3.1.5. Enhance Council's tree planting program.	• Review of the *Whitehorse Streetscape Policy and Strategy* to provide a long-term management direction for the introduction of new and desirable trees and the promotion of practices to preserve the health, safety and amenity value of existing trees. • A new reserve at the corner of Lake and Central Roads Blackburn was developed. The construction included a path network of over 400 lineal metres, 200 lineal meters of post and rail fencing, as well as picnic tables and seats. In addition, over 1000m2 of new

	gardens were developed with the planting of 51 different local indigenous species reflecting the biodiversity of Blackburn Lake Sanctuary. In total, 65 trees and 3200 shrubs, grasses and groundcovers were planted.

4. Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation.	
Strategies	**Examples of how we met this objective**
4.1.1. Develop a Community Engagement Framework. 4.1.2. Develop a Community Engagement Strategy in line with Council's Community Engagement Framework	• The *Whitehorse Community Engagement Framework and Strategy* was adopted on 20 May 2014, the purpose of which is to increase the effectiveness of Council's engagement with the local community. • Continued to chair and participate on the Eastern Affordable Housing Alliance, comprising of representatives from the seven local governments in Melbourne's east. • Council's Community Development Department participated on the Inner East Medicare Local Partnership group that has developed a Population Health Plan for the Inner East region of Melbourne. • Participated on a regional network that supports community and neighbourhood Houses across the region. Whitehorse has 10 such houses which benefit form Council support as well as strategic initiatives developed by the network. • The *Municipal Early Years Plan 2014-17* and *Municipal Youth Plan 2014-17* employed a range of creative and innovative consultation tools to engage the community. This included the use of Your Say Whitehorse (an internet technology based survey tool), face-to-face workshops and a unique approach to consulting with children as young as three years of age.
4.1.3. Communicate decisions through a wide range of mediums that are accessible.	• Post Council Agendas and Minutes on Council's website. • Advertise in the Whitehorse Leader regarding Council decisions and upcoming considerations. • Media releases sent to local and metropolitan media outlets. • Articles placed in the Whitehorse Leader. • Items discussed on local radio station 3WBC 94.1FM by Mayor monthly. • Kept Council's website updated.
4.1.4. Further strengthen key	• Prepared the 2014/15 Budget this was adopted on 23

financial management strategies that promote efficiency and accountability.	June 2014. Conducted extensive community consultation as part of an enhanced budget consultation process including: ◦ consultation at councillor ward forums ◦ Annual Residents' Survey ◦ budget specific questions incorporated in the Annual Residents' Survey ◦ Budget Committee with Councillors that met monthly ◦ review of budget submissions received in the previous year for consideration in 2014/15 ◦ more than 50 other Council consultations impacting on the development of the Proposed Budget 2014/15. • Launched the *Council Plan 2013-2017* and *Council Vision 2013-2023.* • Participated in the Eastern Region Councils shared legal services project. • Participated in the Local Government Planning & Reporting Framework pilot group. • Participated in the MAV Local Government Financial Sustainability Project. • Production of the *2012/13 Annual Financial Statements* including the receipt of an unqualified audit opinion from the Victorian Auditor General. • Held five meetings of the Audit Advisory Committee. • Reviewed the Procurement, Investment and Fraud policies and presented to Council for adoption. • Revised the 10-year long-term plan to inform future budgets and ensure financial sustainability. Updated and integrated Council's *Risk Management Framework*. • Council's *Risk Management Policy 2013* incorporating its *Risk management Framework* was reviewed and updated with the Risk Management Committee endorsing the revised document at its meeting in November 2013. Reviewed, monitored and tested the *Business Continuity Plan* and *Council IT Disaster Recovery Plan.* • Council's *Business Continuity Management Policy* was reviewed and updated in March 2014. • The Business Continuity Steering Committee met bi-monthly to oversee activities. • Conducted an initial test of the IT Disaster Recovery arrangements.

	Maintained, monitored and tested the *Municipal Emergency Management Plan*. • The *Municipal Emergency Management Plan* was extensively updated in February 2014. • The *Community Emergency Risk Assessment* tool has been incorporated into emergency planning arrangements. • Regional planning has been introduced with regional strategies in place for relief and recovery arrangements, operational manuals adopted for coordination centres and collaboration by emergency management personnel in place. • Conducted a regional exercise of the relief and recovery arrangements in May with the findings being incorporated into future planning. • A series of emergency incidents was conducted to test the preparedness and response arrangements including a siege in Blackburn, flash flooding in Vermont South and assistance in managing suspicious packages in Blackburn south.
4.1.5. Develop a funding strategy for major community facilities.	• Developed a *Long-Term Funding Strategy for Major Community Infrastructure* projects. This included business case policy development and funding strategies, reserve and debt principles, asset utilisation and long-term plan modelling.
4.1.6. Develop a comprehensive Rating Strategy.	• Completed a *Rating Strategy* that gives Council and the community a strategic direction regarding the imposition of Council rates and charges. • The *Rating Strategy* complies with the rating provisions contained within the *Local Government Act 1989* and formed part of the budget consultation process undertaken by Council. • Council's *Rating Strategy* was adopted by Council on 23 June 2014
4.1.7. Promote leadership development opportunities for councillors, community leaders and council staff.	• Conducted Leadership Forums twice a year for the 80+ general managers, managers, coordinators and team leaders in the organisation including some of the organisations young emerging leaders. The last two forums were about the development and implementation of the new council plan.
4.1.8. Maintain and continue to develop a high performing workforce that supports Council's ability to deliver its services efficiently and effectively.	• Production of an employee newsletter twice a year entitled *OD2U* containing information about the workplace and staff terms and conditions of employment. • Managed the performance management process for the organisation. Staff reviews are held annually in the months of August and September. Staff performance

	is measured according to the previous year's performance plans and on how they performed against Council's values particularly professionalism, team work and customer service. The Whitehorse Reward and Recognition Program also recognises staff who perform particularly well against these values.
4.1.9. Maintain strong partnerships with other government departments, local services and agencies to deliver services/initiatives/programs.	• Maintained and strengthened relationships with local, regional and state stakeholders including Victoria Police, RoadSafe Eastern Metro, Eastern Transport Coalition and neighbouring municipalities, to enable road safety, sustainable transport and active transport programs to have greater impact. • Promoted water-saving programs with Yarra Valley Water such as showerhead exchange and Choose Tap. • Collaborated with seven eastern region councils in the Eastern Alliance for Greenhouse Action (EAGA) to deliver community energy-saving programs. • Council's Healthy Ageing Officer worked with Eastern Community Legal Service and other service providers to develop a promotional campaign for World Elder Abuse Awareness Day. The Box Hill Town Hall and Aqualink Box Hill were both lit up in purple to mark the day on Sunday 15 June 2014. • Council's Volunteer and Community Participation Officer convened the Whitehorse Volunteer Network which comprises of key stakeholders across Whitehorse. A key event held in 2014 was the Whitehorse Volunteer Expo which was developed in partnership with Eastern Volunteers. • The Health and Safety team, Human Resource team, Learning & Development team and the Volunteers team contributed to surrounding councils and also industry groups and LGPro in sharing information and partnership initiatives for the benefit of the local government sector. Contributing to a new local government career development program for LGPro is an example of their work. • In line with the Aged Care Reforms and the transition of the HACC responsibilities to the Commonwealth, Council collaborated with seven eastern region councils and the MAV. Together this group advocated with the State Government Department of Health and the Commonwealth Department of Social Services for appropriate arrangements for transition and funding to maintain the benefits to the community of the Victorian HACC system.
4.1.10. Maintain and enhance strong customer service	• Council continued to promote strong customer service values through its CARES program, Customer

in line with Council staff values and Council's Customer Service Charter.	Service Charter and induction program for new staff.

5. Dynamic local economic environment that is regionally connected.	
Strategies	**Examples of how we met this objective**
5.1.1. Support the development of a sustainable, growing local economy.	• Completed the *Whitehorse Economic Development Strategy 2014-19.* • Supported and promoted business participation at Whitehorse Business Group business networking events. • Supported local businesses to nominate for the Whitehorse Business Awards Program. Six Whitehorse businesses were subsequently nominated for the Melbourne's South East Regional Business Awards. • More than 1150 Whitehorse businesses registered with the online Business Directory. • More than 2100 businesses registered to receive information on business services and programs. • Whitehorse Business Week activities attracted audiences of over 1000 business representatives. This was the largest contribution to Victoria's Small Business Festival. • Boost your Business program, supporting business start-ups and new businesses attracted over 200 business representatives • Bi-monthly business mentoring sessions offered to local businesses and Trader Associations. • Mobile Business Centre visitations facilitated at Box Hill and Nunawading attracted over 40 mentoring sessions and 60 business inquiries. • Promoted Council's "Think Local Buy Local", "FairTrade" and "Festive Window" Campaigns. • Hosted "Leadership for Growth" and "Business Development" programs through state government funding grant, with 18 business participating. • Hosted "StreetLife – Box Hill Shop Improvement" Program through a state government funding grant, with 15 businesses participating. • Marketed "Whitehorse Discover the Advantage" Investment Prospectus, promoting investment opportunities in Whitehorse. • Acquired funding to complete the "Women in Business" workshop program, with 10 business

	participating. • Participated in regional activities whilst promoting Whitehorse as a place to work, live, play and Invest. • Communicated with businesses in relation to the delivery of Council's capital works program within retail centres and activity precincts. • Provided access to economic data through Council's business website and business monitor survey. • Encouraged local businesses and the community to use Fair Trade products, with particular awareness campaign during Fair Trade Fortnight. • Continued to engage local businesses with the Compost Mates program. • Recognised sustainable local businesses through the annual Sustainability Awards program.
5.1.2. Support the industrial and retail sectors.	• Promoted Council's *"Think Local Buy Local"*, *"FairTrade"* and *"Festive Window"* Campaigns. • Developed the MegaMile Home & Lifestyle Precinct Business Plan with the MegaMile Business Association to complement the *MegaMile Marketing Plan*. • Supported local businesses through actions from the industrial/retail strategy. • Coordinated the listing of retail and industrial businesses on Council's business directory. • Engagement of retail and industrial businesses in the Whitehorse Business Awards • Hosted global retail insights workshop (Australian Retail Association), with 23 local retail businesses attending. • Traders Association Information Session (Mainstreet Australia) conducted, with 18 Trader Association members attending. • Bi-monthly business mentoring sessions offered to local businesses and Trader Associations. • Hosted "Leadership for Growth" and "Business Development" programs through state government funding grant, with 18 business participating. • Developed the MegaMile Home & Lifestyle Precinct Business Plan with the MegaMile Business Association to complement the *MegaMile Marketing Plan*. • Hosted "StreetLife – Box Hill Shop Improvement" Program through state government funding grant, with 15 business participating. • Communicated with businesses in relation to the delivery of Council's capital works program within retail

	centres and activity precincts. • Tender advertised to introduce and expand an electronic parking monitoring management system in areas of high demand for car parking in commercial, shopping and service area precincts. • Increased promotion of *Footpath Guidelines* o guidelines reviewed in line with Community local Law No 1 2006 review o guidelines amended to address specific needs of traders in Carrington Road as a result of the pavement replacement program.
5.1.3. Support the growth of health, education and business sectors.	• Business development workshops, seminars and events conducted through Council's "Boost Your Business" Program and Whitehorse Business Week. • Maintained regional partnerships with the Melbourne East RDA and the Melbourne's South East Group in support of the Whitehorse business community. • Whitehorse Tertiary Business Skills Program included students from Deakin University, Box Hill Institute and the local community, with 25 students participating. • Promoted the development of the new Box Hill Hospital, Deakin University, Box Hill Institute and new Australian Tax Office, Box Hill through Council's business marketing material. • Marketed "Whitehorse Discover the Advantage" Investment Prospectus, promoting investment opportunities in Whitehorse. • Participated in regional activities whilst promoting Whitehorse as a place to work, live, play and invest. • Facilitated the Whitehorse Digital Enterprise Program (business engagement with high speed broadband), three workshops / 66 attendees. • Provision of information through the Whitehorse business website including economic data, Council's business services and conduct business monitor survey.
5.1.4. Support businesses to prepare for changes in network technology including the National Broadband Network rollout.	• Acquired funding to deliver the Whitehorse Digital Enterprise Program through partnership with the Victorian Employment Chamber of Commerce and Industry. • Facilitated the Whitehorse Digital Enterprise Program (business engagement with high speed broadband), 3 workshops / 66 attendees.

Strategic Indicators

1. Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities

Indicator	**Progress towards meeting this objective**
1.2.1 Community feedback through evaluation programs.	**2013 Annual Residents' Survey** Whitehorse residents continued to be highly satisfied with the delivery of Council services, according to results of the *2013 Annual Residents' Survey*. Council commissioned Nexus Research to conduct a community survey in November 2013. Of the residents surveyed, 92 per cent were satisfied with the overall performance of Council; while 96 per cent of the residents surveyed considered their quality of life to be 'adequate' or 'better' which is a 1% increase on the 2012 survey result. ***Residents' Perceptions:*** • 92% - overall satisfaction as adequate or better • 95% - performance had stayed the same or improved • 86% - satisfied with communication from Council • 96% - quality of life considered adequate or better • 95% - Council's contribution important to their quality of life • 86% - thought appearance of municipality has stayed the same or improved • 81% - value for money of rates rated adequate or better • 95% - would speak highly or indifferent about Council. *10 Most Important Services (Listed in Preference Order):* • household garbage collections • household recycling service • street lighting • footpath maintenance • food safety monitoring practices • safe and comfortable road surfaces • maintenance of parks and open spaces • personal care for older people • meals for older people and people with disabilities • traffic management in residential street. *10 Most Satisfied Performance (Listed in Preference Order):* • household garbage collections • household recycling service • libraries

	• immunisation services • safe and comfortable road surfaces • community sports fields • maintenance of parks and open spaces • street sweeping/cleaning • activities at the Whitehorse Centre • maternal and child health service. It is important to note that performance in service delivery for the 12 months prior to November 2013 remained positively high, with the vast majority of measures remaining consistent or having improved on the previous survey. *Improvement was noted for:* • parking enforcement • street sweeping/cleaning • shared bicycle/walking paths. *Suggestions for improvement for next three years:* • footpath maintenance • advocacy on issues that are important to residents including effective representation of residents' concerns • streetlighting. Council believes that the Annual Residents' Survey is an important consultation tool, with the results being used to identify service areas requiring improvement as well as providing input into Council's budget and financial planning. The November 2013 survey highlighted areas that had improved and areas that required some improvement. Council is committed to maintaining high satisfaction levels and improving services to ensure that the best possible services are provided Whitehorse residents. A copy of the survey can be found on Council's website http://www.whitehorse.vic.gov.au/Residents-Survey.html
1.2.2 Program or service participation rates and 1.2.5 - Level of attendance at Council events and celebrations. 1.2.3 Number of visitors and users to facilities including demographic spread in relation to accessibility for inter-generational and	• Box Hill Community Arts Centre: 53,304 visitations including school holiday program with 2058 in attendance and 5079 in attendance at child/youth/adult courses and workshops. • Whitehorse Centre: 16,439 patrons attended Professional Theatre and Midweek Matinee Season performances. • Council-managed festivals and events: 52,300 attendees. • Council supported festivals; Chinese New Year -

cultural interests.	80,000 attendees, Moon Festival -30,000 attendees. • Whitehorse Artspace: 8340 visitors. • Box Hill Town Hall: Town Hall 113,961 attendees, Community Hub 55,122 attendees, Minor Hall 20,277 attendees. • Heritage Week Festival: 1300 attendees. • Schwerkolt Cottage and Museum Complex: 3487 attendees. • Nunawading Community Centre patronage increased by approximately six per cent, mainly due to increased enrolments for U3A Nunawading and the Whitehorse Chevaliers Fencing Club increasing their session bookings and patronage. *Library Service* • Whitehorse Libraries were open 194 hours per week, including weekends and evenings. Library services and resources were available 24/7 via the libraries' website. • When compared to the previous year, overall results for the libraries in 2013/14 demonstrated increases in the number of loans, visits to branches, information enquiries, program attendance and use of public computers and internet. A key area of growth in loans was the new e-resources (e-books, e-magazines and music). The increase in visits was primarily experienced at Nunawading Library with over 215,000 visits representing, an increase of around 17,000 compared with the previous year. • 75,000 sessions were booked on the public computers at Box Hill and 50,000 at Nunawading Libraries alone this year, representing more than double the number compared to the previous year.
1.2.4 Evaluation of annual action plans, strategic plans and policies.	• Evaluation of the *Whitehorse Road Safety Strategy 2006*. • Review of the *Municipal Early Years Plan 2009-2013*. • Review of the *Municipal Youth Plan 2009-2013*. *Library Service* The Library's *Unattended Children Policy* was reviewed this year and a Chinese language translation made available. The Library's *Customer Service Charter* was reviewed and all library staff participated in training to support the continued delivery of high quality library services to the Whitehorse community. *Examples of how the Home and Community Care Department reviewed and implemented better practices*

	both from an efficiency and effectiveness perspective: • Casual pool of staff established for Food Services. This dramatically reduced reliance on agency staff and facilitated effective budget management. • Successful participation and trial in the Workplace Flexibility Project with input from the departmental representatives. • Re-designed and re-defined functions of the HACC Intake service to improve efficiency and response time and in line with the Aged Care Reforms. • Successful completion of the Rostering Project to ensure fair and equitable shifts distribution to the support staff, achieve efficiencies and responsible use of funding. • Adoption of the House Rules (common values) by the clients of Community Programs. These promote client's decision making, choice, rights and responsibilities. • Implementation of Goal-Directed Care Planning by the assessment staff which focuses on achieving client goals and aspirations.
1.2.6. Increase in the number of volunteers participating in a broader range of community activities.	• Commencement of the 'L2P' learner driver program that utilises the skills of volunteers to implement this road safety program for disadvantaged youth.
1.2.7. Number and value of grants provided to community groups and organisations.	• Grants were provided to 135 community groups with an overall value of over $820,000.

2. Maintain, develop and enhance our built environment	
Indicator	**Progress towards meeting this objective**
2.2.1 Box Hill Political Advocacy Plan applied.	• A letter was sent by the Mayor to the Premier and ministers highlighting priorities for Box Hill and a call for action. • Continued advocacy for the Box Hill transport interchange development. • Intensified advocacy in the lead up to the 2014 Victorian Government election.
2.2.2 Review and update existing asset management plans.	• Project managed and supported a major review and update of Council's asset management plans for roads, drains, buildings, open space assets, plant and light fleet, and IT assets including asset renew forecasting and the development of an aggregated Total Asset Management Plan.
2.2.3 Implementation of Housing Policy and an	• Adoption of the *Housing and Neighbourhood Character*

	Affordable Housing Policy and response to state government targets.	*Review 2014.* • Review of the *Whitehorse Planning Scheme.* • Processed more than 1200 planning permit applications, with all residential applications considered under the *Housing Policy.*
2.2.4	Increase the number of enhancements to the built environment that encourage walking, cycling, accessibility, and liveability.	• Constructed a 1km circuit path around the perimeter of Box Hill Gardens. • Constructed a new shared pedestrian and bicycle path in Surrey Park and along Surrey Drive, Box Hill.
2.2.5	Reduction in Council's water consumption.	• Rainwater harvesting tanks were installed at sports pavilions including: ○ Koonung Park – 20,000 Litres ○ Walker Park - 20,000 Litres ○ Mirrabooka Oval – 20,000 Litres ○ Mont Albert Reserve - 15,000 Litres • Continued to provide community rebates for the installation of water tanks, solar hot water, solar panels and home composting systems. • Continued with Greener Office and EcoLeader programs to implement measures to reduce Council's water and energy consumption.
2.2.6	Reduction in Council's energy consumption.	Photovoltaic power generation systems were installed at the following sites: • Whitehorse Operations Centre, Box Hill South – 10 Kilowatts • 7 Neighbourhood Centres ranging in size from 2 kilowatts to 5 kilowatts. LED lighting systems were installed at the following sites: • Whitehorse Civic Centre Nunawading • Whitehorse Operations Centre administration building • Burgess Family Centre Box Hill North • Box Hill Community Arts Centre, Box Hill • Aqualink Nunawading gymnasium • three neighbourhood houses. • Completed the bulk changeover of 60 per cent of Council's mercury vapour street lights to energy efficient (T5) lights. • Continued with behaviour change programs to encourage reduction in Council's energy consumption, such as Switch Off, winter and summer energy-saving hints, and promotion of renewable energy systems
2.2.7	Reduction in waste sent to landfill.	• Continued to provide free recycling services for light globes and batteries, as well as a free showerhead exchange.

	• Established a free television and computer recycling drop-off service at Council's Whitehorse Recycling and Waste Centre. • Completed citywide bin roll-out program to reduce waste to landfill, including introduction of a new standard size 80-litre garbage bin and increasing recycling and garden bin opportunities for all households • Provided widespread community information on how to reduce waste to landfill through home composting, recycling, avoiding food waste and e-waste recycling. • Implemented re-use programs such as the Garage Sale Trail and Renew collection and Drop-Off Day.
2.2.8 Number of council owned building retrofitted with Environmentally Sustainable Design principles.	• Twelve Council buildings were retrofitted with solar hot water systems. • A disused former maternal and child health building was converted into a new three-year-old program room at Woodhouse Grove Kindergarten, Box Hill North.
2.2.9 Audit results of the Road Management Plan annual action plan.	• Further work completed on the update of the *Road Management Plan*.

3. Increase in the amount of quality open space and improvement in the sustainability of our natural environment.

Indicator	**Progress towards meeting this objective**
3.2.1 Improvement in flora and fauna survey results.	• An inventory of current City of Whitehorse biodiversity assets and habitat elements will be established as part of the recently-adopted *Whitehorse Urban Biodiversity Strategy for Council Managed Open Space, Streetscapes and Community.*
3.2.2 Net increase in number of trees planted.	• 1914 trees were planted consisting of 1127 indigenous trees, 442 natives and 345 exotic trees. • Approximately 280 street and park trees were removed in accordance with Whitehorse City Council's *Tree Removal Policy* resulting in a net Increase of 1634 trees in streetscapes, parks and reserves
3.2.3 Community education and awareness campaign on tree removal.	• ParksWide's Senior Arborist worked in collaboration with the Blackburn Creeklands Advisory Committee and the Glenburnie Road Community Group to plan and implement necessary tree removals at these sites. • A review of the *Streetscape Policy and Strategy* was

	undertaken with input from external technical arboricultural experts. • Consultation with the community and other key stakeholders will occur during the development and application of the improvement actions. • Tree Education and Awareness Campaign launched and implemented. Promotional material for the campaign was produced and circulated. • Information sessions held with the community.
3.2.4 Number of completed funded open space improvements.	• Box Hill Gardens Masterplan implementation resulting in the completion of a 1 km circuit path around the perimeter of the gardens. • Upgraded the play spaces in Halliday Park in Micham and Tunstall Park in Nunawading. The upgrade at Halliday Park also included an extension of the paving area with community-designed pavers. • Commenced the designs for play space upgrades for Blackburn Lake Sanctuary, East Burwood Reserve and Artists Park.
3.2.5 Open space acquired in priority areas as identified in the Open Space Strategy	• No suitable space became available during 2013-2014.

4. Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation.

Indicator	**Progress towards meeting this objective**
4.2.1 Community engagement strategy developed and implemented.	• The *Whitehorse Community Engagement Framework and Strategy* was adopted on 20 May 2014, the purpose of which is to increase the effectiveness of Council's engagement with the local community.
4.2.2 Enhanced broad participation in co-ordinated community consultation processes.	• Extensive community engagement activities conducted as part of the development of the *Whitehorse Community Road Safety Strategy 2013*. Information was received from 304 individuals and groups during the consultation and exhibition phases. • Continued to engage with the community regarding changed bin services and recycling opportunities
4.2.3 Positive community feedback about the level of transparency and accessibility to decision making processes.	• Refer to the commentary below under 4.2.6. • It is expected that the *2014 Local Government Community Satisfaction Survey* will include this indicator.

4.2.4	Achievement of the six low risk (green) ratings for financial sustainability conducted by the Victorian Auditor-General's Office (VAGO).	- Achieved the six low risk (green) ratings for financial sustainability conducted by the Victorian Auditor-General's Office (VAGO).
4.2.5	Number of leaders who have participated in Council's support and development programs.	- Approximately 80 participants attended the last two leadership forums held in June 2013 and October 2013, with input and measures arising from the forum included in the council plan.
4.2.6	Maintain and improve community and customer service satisfaction levels.	A strong focus on community consultation and engagement as outlined under the strategies 4.1.1 and 4.1.2 as well as a customer focus driven by the CARES program (strategy 4.1.8) resulted in positive results in the 2013 *Local Government Community Satisfaction Survey*. The 2013 *Local Government Community Satisfaction Survey* is a statewide optional survey that was co-ordinated by the then state government Department of Planning and Community Development (DCPD) and conducted by independent market research company JWS Research. The main objective of the survey is to assess the performance of Whitehorse City Council across a range of measures. ***Key Findings and Recommendations*** JWS Research provided the following commentary pertaining to Whitehorse City Council in the survey: • On the core measures of Overall Performance and Community Consultation and Engagement, Whitehorse City Council scores significantly higher than the statewide and Inner Melbourne Metropolitan averages. • On Advocacy, Customer Service and Overall Council Direction, Whitehorse City Council rates relatively on par with the statewide and Inner Melbourne Metropolitan averages. • On individual service delivery areas, Whitehorse City Council rated higher and, in many cases, significantly higher, than the statewide and Inner Melbourne Metropolitan averages for many services. • For "Overall Performance" Whitehorse City Council recorded an Index Score of 69, which is significantly higher than the statewide average index score of 60 and above the average index score of 66 for the Inner Melbourne Metropolitan group. *Examples of community engagement in one department -*

	Arts & Recreation Development: • Feedback forms are available to all users of the Box Hill Community Arts Centre, Box Hill Town Hall and Whitehorse Centre. • Regular Visual Arts Committee Meetings were held to ensure the appropriate management and development of the Whitehorse Art Collection and the Whitehorse Artspace exhibition program. • Regular tenant meetings are held at the BHCAC and the Community Hub. • An annual survey of Whitehorse Centre Season subscribers is conducted to gauge their experience of the season and the Centre. • Festivals engage directly with the community to advise on and participate in Spring Festival and Global Fiesta. Feedback from Whitehorse Centre stakeholders during the Whitehorse Centre Redevelopment Project.
4.2.7 Best practice in financial management and governance.	• Whitehorse Council continues to enjoy a strong financial position with an operating surplus and costs contained within budget. • Other activities during the year that contributed to this indicator included: o Community consultation as part of an enhanced budget consultation process including: o Consultations at councillor ward forums. o Budget specific questions incorporated in the Annual Residents' Survey. o Budget Committee with Councillors that met monthly. o Participated in the MAV LG Financial sustainability project. o Production of the 2012/13 Annual Financial Statements including the receipt of an unqualified audit opinion from the Victorian Auditor General. o Held five meetings of the Audit Advisory Committee. o Reviewed the Procurement, Investment and Fraud policies and presented to Council for adoption. • Revised the ten year long-term plan to inform future budgets and ensure financial sustainability.
4.2.8 Staff satisfaction survey conducted biennially.	• A staff survey was conducted in August 2013. More than 400 staff completed the survey which is a high return rate. The survey revealed an 86.2 per cent satisfaction rating for staff working at Council. In addition, "I am determined to give my best effort at work each day" was the highest scoring engagement factor with a result of 98.45 per cent. These results exceed national and international benchmarks.

5. Dynamic local economic environment that is regionally connected.	
Indicator	**Progress towards meeting this objective**
5.2.1 Increased information sharing methods for business (newsletter, media, online website, events and partnerships).	• Business newsletter *Down to Business*: three issues annually / distribution 5500 businesses / electronic distribution over 2000 businesses. • Media promotions: *Leader* newspapers / Council's *Whitehorse News* / 89.9 LightFM. • Business website www.wbiz.com.au: average 1500 visits per month. *Major Programs / Events:* • *Whitehorse Business Week* activities attracted 1000 business representatives, the largest contribution to the Victorian Small Business Festival. • The Boost your Business program attracted over 200 business representatives. *Partnerships:* Partnerships include: • sponsorships received from key businesses and government towards Council's business programs and services. • Whitehorse Business Group • Victorian Government – Department of State Development, Business and Innovation • Melbourne's South East Group of Councils • Melbourne East Regional Development Australia.
5.2.2 Improved business community satisfaction rating through biennial service survey.	• Business Monitor Survey completed 2013. • Satisfaction surveys conducted on completion of business workshops and seminars. • Whitehorse Business Week attendee survey conducted. • Biennial Business Performance Satisfaction Survey to be completed August 2014.
5.2.3 Establishment of regional partnerships.	• Melbourne's South East Group of Councils – MSE Regional Strategy development. • Melbourne East Regional Development Australia. • Victorian Government – Department of State Development, Business and Innovation, Eastern Business Office.

5.2.4	Increased listings in council business directory.	• More than 1150 Whitehorse businesses registered with the online business directory. • More than 2100 businesses registered to receive information on business services and programs.
5.2.5	Visitation numbers to business website: 'WBiz'.	• Council's business website www.wbiz.com.au received an average 1500 visits per month.
5.2.6	Participation rates at NBN workshops.	• Facilitated the Whitehorse Digital Enterprise Program (business engagement with high speed broadband), three workshops / 66 attendees: o Developing an eStrategy - Workshop 1 (26/3/2014) – 22 Attendees o Developing an eStrategy - Workshop 2 (26/3/2014) – 23 Attendees o The benefits (and risks) of digital marketing - Workshop (13/5/2014) – 21 Attendees

Financial Summary

Whitehorse City Council has a responsible *Long-Term Financial Plan* covering a 10-year period aimed at achieving financial sustainability for Council. As part of this plan, Council will spend over $300 million on capital works and maintain a balanced budget.

The *Long-Term Financial Plan* helps Council meet the strategic objectives set out in its council plan, and in doing so, provide a wide range of services, programs and facilities, as well as maintain and improve the City's infrastructure.

Below is a high level summary of Council's financial performance and position in 2013/14. The summary of financial performance has been made with reference to the Standard Income Statement and compares the actual result with budget. The summary of financial position has been made with reference to the Balance Sheet. Where relevant, prior year comparatives have been included.

Financial Performance
Surplus/(deficit) for the year before capital items
Council achieved a better than expected underlying result of $12.5 million surplus, compared to the budgeted surplus of $8.7 million, mainly due to the following factors:

- the additional subsidies of $0.996 million received by the Child Care Centres.
- the additional funding of $0.390 million for Home and Community Care and $0.241 million for Family Day Care due to an increase in utilisation.
- the increase in funding of $0.198 million provided by the Victoria Grants Commission.

Surplus/(Deficit) for the year
Council ended the year with a surplus of $13.4 million compared with the budgeted surplus of $9.9 million, mainly due to the following factors:

- the unbudgeted funding of $0.200 million towards the Box Hill CCTV Installation project, $0.039 million for solar hot water installations and $0.027 million for safety nets behind the goal posts at Walker Park
- the unbudgeted income of $0.040 million from Woodhouse Grove Kindergarten towards their refurbishment, as well as smaller contributions from other organisations and individuals towards the improvement of roads and drainage
- developer contributions of $0.555 million in the form of $0.376 million for drainage and $0.179 million for land.

Revenue and expenditure
Total revenue for the year was $154.9 million (2012/13: $147.6 million) while total expenses for the year were $142.4 million (2012/13: $135.4 million), resulting in a surplus of $12.5 million (2012/13 $12.2 million).

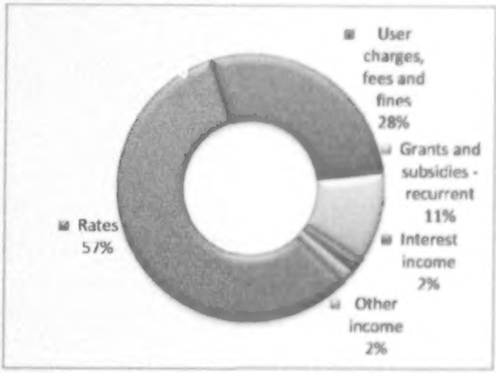
Council's revenue was mainly derived from the following:

- rates revenue of $89.2 million (2012/13 $85.2 million) – rate revenue contributed 57 per cent towards total revenue. Rate revenue is a necessary component of Council's total revenue and is used to carry out Council's Strategic Budget Initiatives, which includes environmentally sustainable initiatives
- user fees and charges of $43.6 million (2012/13 $38.9 million) – User fees and charges increased compared to the prior year due to the reopening of Aqualink Box Hill after redevelopment, greater use of the Waste and Recycling Services, an increase in the number of Planning Fees received and an increase in Public Open Space monetary contributions
- grants and subsidies of $16.7 million (2012/13 $16.8 million)

- interest income of $2.8 million (2012/13: $3.6 million) – This relates to interest received on Council's investment in term deposits which have been invested in line with Council's investment strategy. The decrease in income is due to the decrease in interest rates over the year.

A chart of each type of revenue as a percentage of total revenue is shown in Diagram 1 below.

Diagram 1 – Breakup of Total Revenue

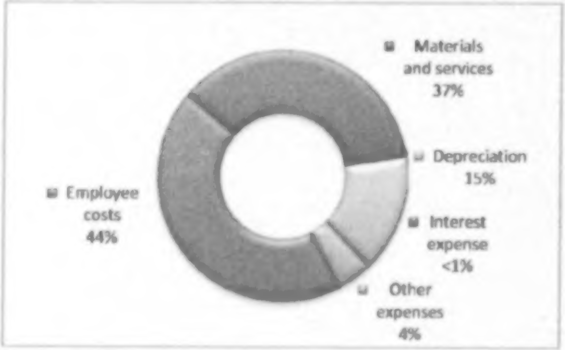


Council's main expenses incurred related to the following:

- employee costs of $62.3 million (2012/13 $57.2 million) – This mainly consisted of wages and salaries of $55.6 million (2012/13 $51.4 million) and superannuation of $4.1 million (2012/13 $4.0 million)
- materials and services of $51.8 million (2012/13 $49.7 million) – This mainly consisted of various contracts and services spread across Council services of $17.6 million (2012/13 $16.1 million) and recycling and waste of $15.5 million (2012/13 $14.8 million)
- depreciation of $21.2 million (2012/13 $20.2 million) – The largest component of depreciation expense related to buildings of $5.6 million (2012/13: $4.7 million), followed by roads of $5.5 million (2012/13 $5.6 million).

A chart of each type of expense as a percentage of total expenses is shown in Diagram 2 below.

Diagram 2 – Breakup of Total Expenses



Financial position

At 30 June 2014, Council's total assets were $1,920.4 million (2012/13: $1,890.8 million) and total liabilities were $48.4 million (2012/13: $38.6 million), resulting in net assets of $1,872 million (2012/13: $1,852.2 million).

During the year, Council maintained its strong liquidity and working capital position.

Current assets comprised cash and cash equivalents of $27.9 million (2012/13: $35.8 million), financial assets (term deposits) of $48.4 million (2012/13: $15.7 million), trade and other receivables of $9.6 million (2012/13: $8.8 million) and other current assets of $0.682 million During the year, Council maintained its strong liquidity and working capital position.

Current assets comprised cash and cash equivalents of $27.9 million (2012/13: $35.8 million), financial assets (term deposits) of $48.4 million (2012/13: $15.7 million), trade and other receivables of $9.6 million (2012/13: $8.8 million) and other current assets of $0.682 million (2012/13: $0.557 million). Working capital was calculated as $2.1 million (2012/13: $1.7 million) of current assets for each dollar of current liabilities.

Non-current assets included trade and other receivables of $0.067 million (2012/13: $0.083 million), investment in associates of $6.6 million (2012/13: $7 million) and property, infrastructure, plant and equipment of $1,827.3 million (2012/13: $1,806.4 million).

The value of investments in associates decreased as Council recognised its share of the deficit made by Regional Landfill Clayton South of $0.682 million and the surpluses made by the Narre Warren User Group of $0.033 million and the Whitehorse Manningham Regional Library Corporation of $0.397 million.

The increase in value of property, infrastructure, plant and equipment included acquisitions of $37.5 million, developer contributions in the form of drainage of $0.555 million which was offset by depreciation of $21.2 million. Of the amount spent on capital works, $27.4 million (73%) was spent on renewing, restoring, and replacing existing assets. As the level of renewal spending was higher than the depreciation expense, this indicates that Council is investing in existing assets at a higher rate than the assets are depreciating. Property, infrastructure, plant and equipment is the most significant asset on the balance sheet making up 95% of total assets.

Liabilities comprised of trade and other payables of $14.4 million (2012/13: $18.1 million), trust funds and deposits of $5.8 million (2012/13: $5.4 million), interest bearing loan and borrowings of $13.8 million (2012/13: $1.8 million) and employee provisions of $14.4 million (2012/13: $13.3 million).

Of the $13.8 million (2012/13: $1.8 million) fixed rate interest bearing loans and borrowings, $7.6 million (2012/13: $0.304 million) was classified as "current" in the Balance Sheet. The existing loans and borrowings are expected to be fully repaid by 2017/18.

Employee provisions consisted of the provision for annual leave of $4.9 million (2011/12: $4.7 million) and the provision for long service leave of $9.5 million (2012/13: $8.7 million).

The movement in total equity related to the surplus for the year of $13.4 million as well as the net revaluation increment recognised directly in equity of $6.4 million.

Financial Outlook

Council is preparing for its sixteenth balanced budget in the 2014/15 year. Whitehorse's *Long-Term Financial Plan* outlines Council's intention to achieve a sustainable underlying operating surplus position.

The general rate will increase by 5.8% in 2014/15 in line with Council's *Long-Term Financial Plan.*

This is a practical and fiscally responsible policy position taken by Council to ensure that Whitehorse is able to deliver services and capital works that will meet the needs of its diverse community for many years to come.

With the rate increase of 5.8%, Whitehorse will continue to have one of the lowest levels of rates in metropolitan Victoria based on Municipal Association of Victoria collected rates data, while maintaining high quality services and facilities and accelerating key strategic capital projects.

Financial Sustainability

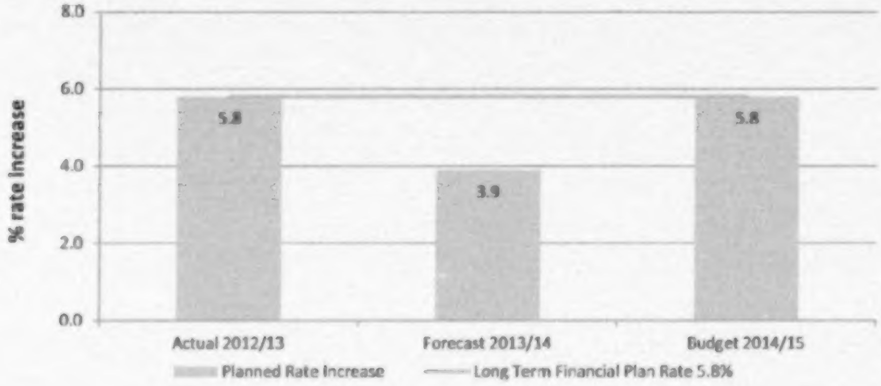
A high level *Strategic Resource Plan* for the years 2014-2018 has been developed to assist Council in adopting a budget within a prudent longer term financial framework. The key objective of the plan is financial sustainability in the medium to long term, while still achieving the strategic objectives as specified in the *Council Plan 2014/2018.*

The plan ensures consolidation of Council's steady progress towards achieving all sustainability measures set by the Victorian Auditor General. Council will achieve an underlying operating surplus in the 2014/15 financial year while placing higher priority on capital works renewal by increasing maintenance on existing infrastructure assets. The plan also demonstrates prudent drawing down of cash reserves and responsible use of debt to fund major capital projects.

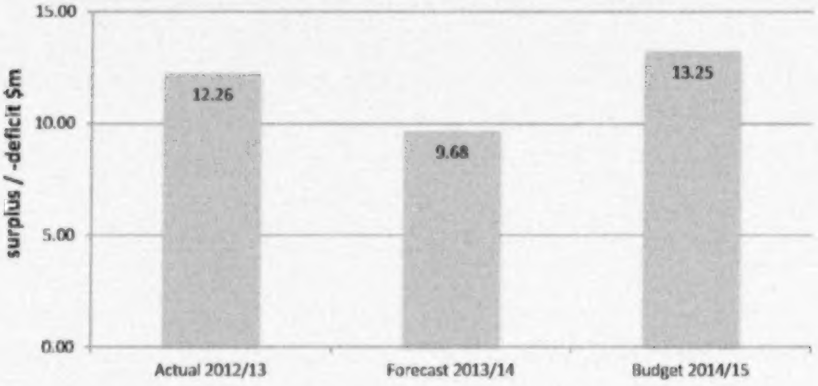
Supporting Graphs

The following graphs highlight Council's *Long-Term Financial Plan* for rates, operating result and capital works expenditure over the next five years.

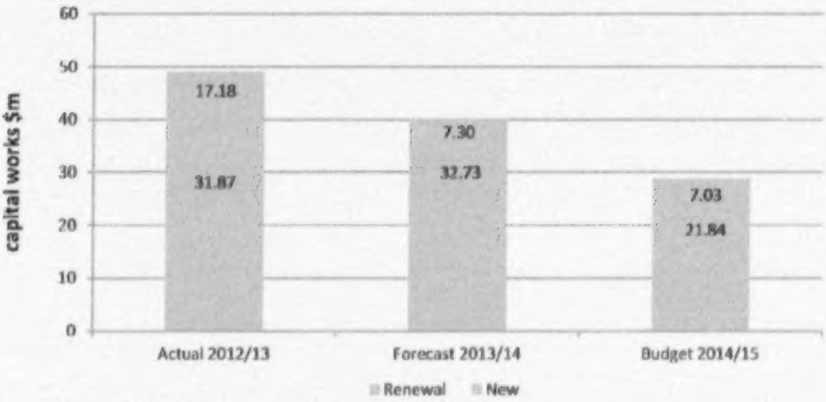
Rates



Surplus Before Capital Items



Capital Works



See pages 143 for the complete Financial Report.

SECTION THREE

Departmental Reports

Executive Services

- Civic Services
- Communications

Corporate Services

- Compliance
- Finance and Information Services
  - Finance
  - Information Services
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- Organisation Development
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  - Arts and Culture
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Infrastructure

- Capital Works
- City Works
- ParksWide
- Recycling and Waste Centre

Executive Services

Civic Services

The Civic Services Department is responsible for frontline and strategic customer service, provision of governance advice, statutory and procedural matters, Civic Centre amenities and in-house print services. The department also provides support to the Mayor and Councillors, the Executive Management Team and internal staff. Council's customer service centres operate from Nunawading, Box Hill and Forest Hill during business hours. Outside these hours, Council can be contacted via the after-hours telephone service or online.

Highlights for 2013/14:

- Australian citizenship was conferred on 1355 candidates at 10 citizenship ceremonies.
- Other civic events during the year included:
  - school leadership function for principals, school council presidents and other leaders
  - scout event - recognition of badge awards received during the year
  - community dinner for members of parliament and community representatives
  - International Women's Day events
  - World Cultural Diversity Day.
- Governance staff provided administrative support for 15 Ordinary Council meetings, 10 meetings of the Special Committee of Council, monthly Councillor briefing sessions and weekly meetings of the Executive Management Team.
- Governance practices, procedures and processes were reviewed and are ongoing with changes implemented to enhance accountability and transparency.
- In-house printing services were further developed to produce a large range of quality and complex documents for the organisation incorporating sustainability practices.
- Fostered international relations in Whitehorse by supporting the Whitehorse Matsudo Sister City Relationship through:

  - a student exchange arrangement between secondary colleges in Whitehorse and Matsudo
  - celebrated Green Tree Day and the 43rd anniversary of the Whitehorse-Matsudo Sister City Relationship with a tree planting ceremony and Matsudo Week celebrations in May 2014
  - established a Sister City Friendship Group to promote and enhance the Whitehorse Matsudo Sister City Relationship as it approaches its 45th anniversary in 2016.
- Council's nine contact centres answered a total of 364,963 calls (338,836 in 12/13). 83.19 per cent of these calls were answered in the first 20 seconds.
- Of those calls, the Customer Service team answered 158,492 (140,576 in 12/13).
- Processed 60,872 requests for action with 90.84 per cent of these completed by the due date.
- Processed 539 councillor customer requests.
- Assisted with three matters referred by the Ombudsman.
- 3308 meetings were conducted in the eight staff meeting rooms at the Whitehorse Civic Centre during the year.
- Implemented an electronic agenda management system to automate production of Council's agenda and minutes.

Challenges:

- Maintaining Council's high standard of customer responsiveness and striving to enhance first time call resolution.
- Continuing to meet the high expectations of councillors and Council staff for services and support provided by the department.
- Developing a strategic approach to customer service in relation to new and emerging technologies.
- Growing compliance, legislative and reporting obligations.

Moving forward:

- Continue to improve staff and councillor awareness of good customer service levels and good governance practice through corporate training, information and awareness programs.
- Build on the CARES (Customer Service Values) program and implement the *Customer Service Charter* as part of the *Whitehorse Customer Service Strategy*.
- Explore opportunities to enhance the customer service experience through mobility devices and online services.
- Roll-out of the electronic agenda management system across the organisation.

Executive Services

Communications

The Communications Department provides information on Council services and activities to the community, Councillors, staff and media.
This is provided in a number of ways including Council's newspaper the *Whitehorse News*, corporate brochures and other publications. The department also manages Council's website and intranet, produces media releases and responses and is responsible for strategic communications and issues management, assisting with civic openings and events, coordinating corporate identity and promotional activities.

In addition, the department facilitates advocacy, community engagement and consultation on a range of key services, activities, issues projects and events.

Highlights of 2013/14:

- Provided staff training and information sheets on Caretaker Period during the 2012 Local Government Elections
- Produced 12 issues of Councils 16-page newspaper the *Whitehorse News*
- Launched the use of social media platforms in various departments
- Produced: 232 media releases, 197 media responses, 132 speeches
- Coordinated and produced 230

publications (strategies, policies and plans), posters, programs and brochures

- Updated 50 information sheets, 52 weekly advertisements, regular public notices and other ads in targeted media
- Published the Annual Report 2012/13, the Annual Report Summary 2012/13, the Community Directory 2014, the Whitehorse Calendar 2014, the *Council Vision 2013-2023*, the *Council Plan 2014-2018*, Budget 2014/15
- Produced 52 communications strategies
- Actively promoted and continued rebranding Sustainable Living Week, Spring Festival, Whitehorse Carols, Whitehorse Business Week, Heritage Week, Australia Day Awards and Celebrations, Swing Pop Boom! Music series, Global Fiesta and various other Council events
- Designed and coordinated various banners, hoardings, billboards and signage
- Continued media partnership with Channel 9 to promote Council festivals and events
- Continued media sponsorship with the *Whitehorse Leader*
- Ongoing updating and refreshing the Whitehorse News layout and content to maximise communication with our diverse community.

Challenges

- Communicating effectively with our diverse community
- Gaining state and federal government funding through advocacy campaigns
- Monitoring and extending Council's social media presence.

Moving Forward

- Supporting advocacy campaigns
- Keeping our community informed in a clear, concise manner
- Continuing to improve delivery of Council communications materials.

Corporate Services

Compliance

The Compliance Department has three main areas of responsibility including Community Laws, Risk Management and Insurance, and Emergency Management.

The Community Laws Unit is responsible for Council's statutory, safety and amenity issues in the areas of domestic animal management, parking enforcement and the administration of various local and state legislation. The unit also manages Council's school crossing and fire prevention programs.

The Risk Management Unit uses a systematic approach to identify and prioritise risks, deliver responses to minimise risks, link risk assessment issues to operational and strategic plans, and determine the level of resourcing required to respond to specific risk categories.

The unit also coordinates the insurance needs of the organisation including the procurement of adequate insurance cover and the claims management process.

The Emergency Management Unit manages Council's responsibilities relating to emergency management including the development of the Municipal Emergency Management Plan and business continuity planning.

Highlights for 2013/14:

- Introduced a comprehensive risk management framework ensuring risk management processes are adequately reported, and used as a basis for decision-making and accountability at all relevant levels within the organization.
- Established the Domestic Animal Management Plan Advisory Committee. The committee met on three occasions and identified key initiatives to promote responsible pet ownership.
- Negotiated a new animal pound contract with the RSPCA which will continue to provide services to the Whitehorse community.
- Updated the *Municipal Emergency Management Plan* incorporating the CERA process for risk identification and treatment. The plan was audited by VicSES in May 2014; the result confirming the plan was improved in all categories of the audit.
- Led the development of regional Municipal Emergency Coordination Centre standard operating guidelines, providing for consistency in service delivery.
- Hosted the annual Relief and Recovery Emergency Exercise incorporating seven regional councils and a number of response and support agencies.
- Upgraded parking hand-held devices, providing improved data storage and reporting capabilities.
- Extended parking service provision coverage from 7am to 7pm Monday to Friday and Saturdays from 8am to 4pm.
- Developed and implemented *Parking Services Business Plan* and extensive training work book and operational manuals.
- Introduced a text notification system for unpaid animal registrations.

Challenges:

- Managing the increasing number of hoarding and unsightly property issues, and balancing community concern with the welfare of the property owner.
- Managing the requirements of transitioning from the *Emergency Management Act 1984* to the *Emergency Management Act 2013*;
- Completing the embedding of business continuity processes in all parts of the organisation.
- Recruiting sufficient staff numbers to manage the school crossing program.
- Managing increasing demand for parking services across the spread of hours.

Moving Forward:

- Development of a proactive strategy in the management of parking services with a training reference workbook and draft operational manual implemented, together with a set of agreed performance measures.
- Extension of an electronic parking management system across areas where competing and high demand for on street parking exists.
- Completion of implementation of the *Business Continuity Strategy* throughout the organisation.
- Continued embedding of risk management across the organisation and implementation of improved risk reporting
- Adoption and implementation of the draft Community Local Law 2014.

Spotlight

- The Community Development, Planning and Building Services, and Compliance departments partnered to develop the *Building in Whitehorse* brochure. The brochure will be used to inform builders and developers of their obligations regarding minimum access standards for building developments in Whitehorse.
- Introduction of mobile messaging that identifies and educates on a theme and asks a question of the community.

Corporate Services

Finance and Information Services

Finance

The Finance Unit manages all of Council's financial transactions including preparing the annual budget and the annual financial statements for adoption by Council, as well as providing services to all departments for payroll, procurement and contracts, management reporting and accounting services. Finance carries out the treasury function for Council ensuring funds are invested according to the *Whitehorse Investment Policy*.

The Finance Unit prepares Council's critical strategic documents, the *Council Plan, Strategic Resource Plan* and the *Long-Term Financial Plan*. These documents set out medium to long-term objectives to ensure that the organisation remains financially sustainable.

Highlights of 2013/14:

- Revised the ten-year long-term plan to inform future budgets and ensure financial sustainability.
- Prepared the Budget 2014/15, adopted on 23 June 2014.
- Conducted community consultation as part of an enhanced budget consultation process including:
    - consultation at councillor ward forums
    - budget-specific questions incorporated into the *Annual Residents Survey*
    - Budget Committee with Councillors that met monthly
    - review of budget submissions received in the previous year for consideration in 2014/15
    - more than 50 other Council consultations impacting on the development of the proposed Budget 2014/15.
- Developed the *Long-Term Funding Strategy for Major Community Infrastructure Projects*. This included business case policy development and funding strategies, reserve and debt principles, asset utilisation and long-term plan modelling.
- Launched the *2013-2017 Council Plan* and *2013-2023 Council Vision*.
- Participated in the Eastern Region Councils shared legal services project.
- Participated in the Local Government Planning and Reporting Framework Pilot Group.
- Participated in the MAV Local Government Financial Sustainability Project.
- Produced the 2012/13 Annual Financial Statements including the receipt of an unqualified audit opinion from the Victorian Auditor General.

- Held five meetings of the Audit Advisory Committee.
- Reviewed the procurement, investment and fraud policies and presented them to Council for adoption.

Challenges:

- Ensuring Council's financial sustainability through continued steady progress towards achieving the sustainability measures set by the Victorian Auditor General.
- Minimising the effects of Council's exposure to economic conditions including income streams such as interest.
- Continuing to focus on Council's Capital Works Program by achieving a balance between reserves, borrowings and rate funding for major capital projects.
- Managing the effects of changes to Australian Accounting Standards and financial reporting directives issued by the Department of Transport, Planning and Local Infrastructure.

Moving Forward:

- Establishment of a Corporate Planning and Performance Unit.
- Implementation of an online time and attendance register for Council's Customer Service Unit.
- Implementation the DTPLI local government performance reporting framework.
- Implementation of a tendering and contract management system.

Information Services

The Information Services Unit provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way. The service also includes ICT strategy implementation, governance and security.

The unit also provides centralised corporate information management for the organisation including extensive onsite archival services, filing, maintenance, scheduling and disposal of all corporate records, as well as monitoring compliance with the *Information Privacy Act 2000*.

Highlights for 2013/14:
Information and Communications Technology

- Continued to develop and maintain Council's computer assets with a focus on efficiency and sustainability.
- Achieved very low overall system downtime.
- Upgraded core systems that support the day-to-day business processes within Council.
- Installation of radio network links to selected remote sites to provide service improvements and network reliability.
- Finalised a Core Systems Review and IT Strategy development process with a resulting set of key initiatives for the next three to five years.

Corporate Information

- Continued to promote information management best practice across Council to strengthen the good recordkeeping culture.
- Continued to review information management security and information privacy requirements to ensure all staff can retrieve relevant information when it is needed to support business decisions.
- Continued in-house information privacy training to ensure that staff are able to carry out their duties with a sound understanding of the core principles of the *Privacy Act*.
- Continued to support all staff with information / records management and TRIM (Council's recordkeeping system) enquires on a daily basis.
- Conducted the third MAV's Enterprise Content Management (ECM) step program to assess Council's ECM maturity level. The program aims to provide support and guidance to assist councils with legislative compliance.
- Completed a high level review of Council's framework for privacy management.

- Developed the *Information Management Strategy*.

Challenges:

- Ensuring a balance between secure and robust information systems, safe from ever-present malicious viruses and other threats, and the need for function-rich and efficient business tools.
- Implementing energy-efficient technology to reduce both energy consumption and heat emissions, while maintaining fully functional, reliable and robust systems.
- Introducing economical systems that cater for a mobile workforce and enable more efficient work practices.
- Continuing the implementation of *Information Management Policy* and procedures across all departments.
- Changing from paper-based recordkeeping to electronic recordkeeping.
- Balancing business process automation with a need to improve operational efficiencies.
- Providing information management systems configured to support and enhance business processes.

Moving Forward:

- Continued implementation of the database consolidation project.
- Continuation of the wide area network upgrade for remote sites.
- Revision of organisational printing requirements and implementation of efficient and economical systems.
- Implementation of Council's *Information Management Strategy* year two actions.
- Implementation of Council's *ICT Strategy* year one actions.

Corporate Services

Organisation Development

The Organisation Development Department provides advice and support to managers and employees on human resources issues, learning and development, health and safety (H&S), injury management and volunteers. The team is also involved in strategic initiatives such as change management and workforce planning.

Highlights for 2013/14:

- Conducted a comprehensive review and then roll out of flexibility options for staff that are taken up if criteria around cost, coverage and impact on customer service are able to be met.
- Involvement in LGPro programs. Managers were involved in a voluntary mentoring program for local government professionals, attended and contributed to leadership development programs such as the Mastering Management Program and co-developed and presented programs such as the 'Thinking career and leadership' program.
- Continued to deliver leadership development programs in a systematic way to further build the skills of current and emerging leaders in the organisation. Two programs run in 2013/14 as part of the 'Leadership at Whitehorse' program focussed on development of the council plan.
- Reviewed six health and safety policies, and several human resources policies. New policies were developed for employee health and wellbeing and flexible work practices.
- Conducted an employee survey to measure employee satisfaction and engagement. More than 35 per cent of employees contributed to the survey. Employees rated their satisfaction with working at Whitehorse at 86.2 per cent and their engagement was at 98.45 per cent where they agreed that "I am determined to give my best effort at work each day". These results have been benchmarked with international and national standards and compare very favourably.
- Development of internal employee communication *OD2U*.
- Appointment of and Injury and Wellness officer.

- Review of Code of Conduct.
- Review of protected disclosures requirements.
- Completed and implemented the Whitehorse City Council Collective Agreement 2012 including a review of employee "Flexibility Arrangements".
- Facilitated implementation of the new staffing structure for the redeveloped Aqualink Box Hill.
- Delivered more than 100 learning and development initiatives at various locations across Council including health and safety, information technology, compliance, equal opportunity, privacy, protected disclosure, fraud, trade practices, technical, induction and leadership.
- Recruitment of a new Volunteer Advisor who has enhanced services to streamline volunteer HR and H&S management, communication and training.

Challenges:

- Developing an integrity framework to consolidate policy and program requirements.
- Developing a sustainable organisational development strategy.
- Ongoing leadership development.
- Developing a best practice volunteer management framework.

Moving Forward:

- Ongoing review of policy and procedures to reflect legislative changes.
- Review of Organisational Development services to reflect organisational requirements.
- Continuing to keep abreast of best practice strategies for achieving a viable, productive and long-term workforce, potentially within changed industrial relations legislation.
- Enhancement of automation of Council's employee "on boarding" and induction process.

Spotlight:

- Engaged a health professional in the role of Wellness and Injury Prevention Advisor to work in areas of Council where there is a high incidence of injuries to manage, and positively impact the health and well-being of employees and productivity of the organisation.

Corporate Services

Property and Rates

The key responsibilities of the Property and Rates Department include the availability and delivery of accurate land and property information, the generation and collection of rates and fees, the provision of expert technical advice, and managing Council's property asset base.

The four units within the department are Geographic Information Systems (GIS), Property, Rates and Valuations.

The department coordinates the revaluation of all rateable property within the city, provides a rating service for more than 68,000 assessments, reconciles all rate revenue accounts including the state government's Fire Services Property Levy, provides desktop mapping tools and coordinates all property transactions for Council including sales, purchases, leases and road discontinuances.

Property staff members also provide professional and technical advice to other Council departments about managing Council land.

Highlights for 2013/14:

- Completed Council's *Rating Strategy*, adopted by Council on 23 June 2014
- Completed the 2014 municipal property revaluation program, with Ministerial sign-off.
- Successfully collected and remitted the state government's Fire Services Property Levy.
- Undertook a strategic review of Council's property assets.
- Undertook a strategic review of Council's leases and licences.

Challenges:

- Integrating Council's Lease Register into Council's Asset Management System, including developing customised reports and email alerts for internal management purposes.
- Integrating the Lease Register with other Council corporate databases such as TRIM and the Pathway Property module.
- Redeveloping the Whitehorse Mapping-GIS Online service, leveraging off the Open Space Asset Register data.

Moving Forward:

- Completion of a property due diligence process on the proposed disposal of the Cambridge Street car park, including a review of land transfers and titles, soil testing and title boundary confirmation.
- Revision of the existing *Rates Hardship Assistance Policy* and drafting of debt collection guidelines
- Full implementation of a utility meter layer in the Weave GIS Application.
- Commencement of stages one and two of the 2016 level municipal revaluation in accordance with state government guidelines and the *Valuation of Land Act 1960.*

City Development

Planning and Building

The Planning and Building Department is responsible for planning policy development, and providing the strategic direction to support the appropriate growth in residential, commercial and industrial development within the city. It is also responsible for ensuring that development within the municipality complies with relevant planning legislation and for the assessment and determination of planning permit applications.

The department also provides full building surveying services, including building certification, design consultation and inspections of works.

Highlights of 2013/14:

- Adoption by Council of the *Housing and Neighbourhood Character Review 2014*.
- Completion of the review of the Whitehorse Planning Scheme.
- Launch and implementation of the Tree Education and Awareness Campaign.
- Adoption by Council of its Vision for the former Healesville Freeway Reservation.
- Completion of the Post 1945 Heritage Study.

Challenges:

- Responding to state government reforms to the planning system.
- Implementing adopted structure plans and urban design frameworks through amendments to the planning scheme.
- Advocating for state government funding for projects to improve the Box Hill Central Activities Area.
- Continuous improvement of processes and procedures.

Moving Forward:

- Implementation of the suite of new residential zones and schedules introduced by the state government.
- Further implementation of structure plans and urban design frameworks.
- Introduction of the *Whitehorse Environmentally Efficient Design Policy*.
- Continued advocating for state government funding for projects to improve the Box Hill Central Activities Area.
- Implementation of recommendations from the Whitehorse Planning Scheme Review.

City Development

Business and Economic Development

The Business and Economic Development Department leads, stimulates and facilitates local economic development in partnership with business, government and community networks.

The role of the department in supporting business growth includes:
investment and development facilitation
networking and strategic business partnerships
business research, information and communication
promotion of local businesses
collaboration with stakeholders to maintain a regional focus.

Highlights of 2013/14:

- Completed the *Whitehorse Economic Development Strategy 2014-19*.
- Facilitated new investment opportunities to deliver a positive economic impact for Whitehorse.
- Coordinated Whitehorse Business Week activities. More than 1000 business representatives attended a series of business development and networking events. This was the largest contribution to the Victorian Small Business Festival.
- More than 200 businesses attended a range of business workshops and seminars during the "*Boost Your Business"* program.
- Promoted business usage of Council's business website www.wbiz.com.au, business directory and online booking facility for Council-run programs and events.
- The www.wbiz.com.au website averaged more than 1500 hits per month.

- Successfully conducted Council's annual Think Local Buy Local campaign.
- Facilitated bi-monthly mentoring sessions and mobile mentoring bus visitations for local small businesses.
- Completed Business Monitor Survey, assessing business conditions, opportunities and expectations.
- Acquired significant funding for the south east region of Melbourne, regarding the delivery of high speed broadband.
- Accessed funding for the delivery of business group programs, business mentoring, women in business, StreetLife, broadband skills development, workshops and seminars.

Challenges:

- Facilitating sustainable business confidence and engagement in times of economic uncertainty.
- Building consumer confidence and ongoing support of the local business community.
- Encouraging local businesses to engage in contemporary online marketing technologies and broadband opportunities.
- Encouraging home-based businesses to grow and develop.
- Identifying and facilitating the development of high growth industries.
- Encouraging suitable and appropriate commercial development that strengthens the existing retail, business and industrial areas.
- Attracting appropriate investment to the Box Hill Central Activities Area and the wider Whitehorse region.

Moving Forward:

- Initiation and facilitation of investment attraction through distribution of the *Whitehorse Investment Prospectus* and the Whitehorse Investment and Development Facilitation Service.
- Maintenance of a strategic focus in the growth and development of the local business community.
- Renewal of the special rate and charges schemes at retail precincts as appropriate.
- Maintenance of a regional focus to facilitate opportunities for local businesses, employment growth and residents.

City Development

Engineering and Environmental Services

The Engineering and Environmental Services Department provides a range of services to the community including traffic, road strategy, sustainable transport, strategic asset management, infrastructure, design and construction including the design, construction and revitalisation of urban public spaces, play space improvements. The department is also responsible for waste and recycling and coordinating implementation of the *Whitehorse Sustainability Strategy 2008-2013: Our Eco Vision*.

The department is responsible for strategic asset management planning for key infrastructure including more than 700 kilometres of road, more than 1200 kilometres of footpaths, 824 kilometres of drains, 11 gross pollutant traps, 19 litter baskets, approximately 10,100 streetlights and 173 play spaces. The department is also the key driver and facilitator for many of Council's sustainability initiatives.

Design and Construction

The Design and Construction Team is responsible for the management of civil and urban design, capital works projects including scoping, designing, document preparation, tendering and supervision of works. Works include roads, drainage, traffic treatments, special charges schemes, revitalisation of urban public spaces, streetscapes and play space improvements.

Highlights for 2013/14:

- Resurfaced and reconstructed 13 kilometres of local roads including reconstructing High Street, Mont Albert and Ferris Avenue, Mitcham.
- Rehabilitated and constructed 840 metres of stormwater drains.
- Installed a new gross pollutant trap within Council's Operations Centre and a new rain garden in the car park at Koonung Park, Blackburn North.
- Managed the bulk changeover of 60 per cent of Council's mercury vapour street lights to energy efficient (T5) lights.
- Constructed a new shared pedestrian and bicycle path in Surrey Park and along Surrey Drive, Box Hill.
- Completed the design and commenced installation of a new CCTV system in Box Hill including coverage of Box Hill Gardens, Hospital and TAFE.
- Upgraded the play spaces in Halliday Park, Mitcham and Tunstall Park, Nunawading. The upgrade at Halliday Park also included an extension of the paving area with community-designed pavers.
- Commenced the designs of play space upgrades for Blackburn Lake Sanctuary, East Burwood Reserve and Artists Park.
- Completed construction of the upgrade of the streetscape in Carrington Road, Box Hill and commenced construction of the streetscape upgrade of Blackburn Station Village (Stages 2 and 3).
- Installed Christmas decorations at various locations.
- Completed various traffic management improvements including speed cushions, pedestrian crossings and fencing.
- Installed new lighting for the car parks at Heatherdale Reserve and Box Hill City Oval.
- Managed the upgrade of field event surfaces at the Hagenauer Reserve Athletics Track, Box Hill including the high jump, javelin and pole vault.
- Managed the construction of the new circuit track around the Box Hill Gardens.
- Prepared a Council policy for Closed Circuit Television (CCTV) in Public Places.

Challenges:

- Continuing to be a leader in local government in the use of recycled and sustainable materials for construction of infrastructure projects.
- Providing innovative and accessible public play spaces that incorporate natural play elements.

Moving Forward:

- Continued upgrade of the streetscape in Blackburn Station Village and completion of the upgrades of Parkmore Village Shopping Centre and Surrey / Springfield Shopping Centre.
- Continued upgrade of Council's bicycle path network.
- Completion of Blackburn Lake Sanctuary play space upgrade.
- Completion of major drainage upgrades and rehabilitation works.

Engineering Assets

The Engineering Assets Team provides strategic asset management of roads and drains, management of road and drains asset databases and systems, the consideration and issuing of various permits relating to the protection of Council civil assets, easements, works on roads, flooding and drainage.

The team is also responsible for street lighting costs, charges and improvements, and other engineering enquiries.

Highlights for 2013/14:

- Continued implementation of the new Integrated Asset Management System. This involved collecting and managing information for all Council drainage assets including drainage pits and pipes as well as road assets such as road pavements, kerb and channel, and footpaths.
- Managed a contractor to undertake drainage condition survey works for a selected sample of drainage assets.

- Completed the *Roads Asset Management Plan*, including long-term planning for road assets.
- Completed the *Drainage Asset Management Plan*, including long-term planning for drainage assets.
- Managed external contractors and service authorities working in road reserves to ensure that Council assets are protected and any damage is repaired.
- Implemented and refined new processes and procedures for consents to undertake works in road reserves and drainage easements.
- Managed a new permit system following the introduction of the Heavy Vehicle National Law for over-dimensioned and heavy vehicles.
- Undertook further work on the amendment of the Road Management Plan, with new hierarchies of roads established.
- Completed a full financial revaluation of road and drainage assets.

Challenges:

- Managing Council assets relating to damage caused by building works and service authority works in road reserves.
- Addressing increasing customer requests relating to drainage issues due to the impact of climate change.
- Assisting with the continued implementation of the Whitehorse Asset Management System.
- Managing Council's roads and drainage assets in accordance with the Asset Management Plans.

Moving Forward:

- Continuation of the implementation of the Integrated Asset Management System, particularly relating to roads and drainage assets.
- Completion of the *Road Management Plan* amendment.
- Continued management of Council's roads and drainage assets in accordance with the asset management plans.
- Further collection of drainage condition information for a selected sample of drainage assets.
- Implementation of bridge assets in the Integrated Asset Management System.
- Collection of data for Council's off-road bicycle and shared paths, and car parks.
- Reviewing and updating Council drainage policies to take account of increased development in the municipality.
- Improving information provision and guidelines for construction management plans associated with developments.
- Further development of customer fact sheets and guidelines for drainage and roads assets.

Sustainability

The Sustainability Unit is a key driver and facilitator of actions in the *Whitehorse Sustainability Strategy 2008 – 2013: Our EcoVision*, the *Whitehorse Waste Management Plan 2011* and various Council sustainability plans. The Sustainability team delivers specific sustainability programs for energy, water and waste within Council and the community. The team is also responsible for the delivery of Council's key waste services for domestic garbage collection, kerbside recycling, garden bin collection and hard and green waste collection. Full details of the work from this team can be found on page 38 within the Sustainability Initiatives section.

Highlights for 2013/14:

- Implemented key actions in the *Whitehorse Waste Management Plan 2011*.
- Serviced 31,145 bookings for the "ring and book" hard waste and bundled pruning collection service, an increase of 20 per cent from 2012/13.
- Completed the rubbish bin downsize program and delivery of additional recycling and garden organics bins. More than 70,000 bins were delivered or exchanged with 79 per cent of households changing to the new

Victorian Local Government Indicators

Financial Indicators	Target 2013/14		Actual 2013/14		Target 2012/13		Actual 2012/13
Average rates per assessment	$1,305.80		$1,307.01		$1,265.76		$1,256.93
Average residential rates per residential assessment	$1,252.79		$1,255.35		$1,213.03		$1,208.44
Average liabilities per assessment	$630.60		$624.07		$400.53		$489.68
Operating result prior to capital funding	$8,978,000.00		$12,198,000.00		$2,879,000.00		$17,315,000.00
Operating result per assessment	$146.76		$196.69		$69.71		$278.52
Average operating expenditure per assessment	$2,108.41		$2,086.04		$2,140.10		$2,001.98
Average capital expenditure per assessment	$560.26		$549.07		$706.03		$723.41
Infrastructure renewal	123.69%		139.87%		258.30%		192.56%
Infrastructure renewal and maintenance	116.08%		127.46%		203.48%		160.79%
Customer Satisfaction Survey Indicators							
Overall performance	N/A		64		N/A		69
Community consultation	N/A		63		N/A		61
Advocacy	N/A		60		N/A		56

standard 80-litre rubbish bin, and the community taking up extra recycling opportunities by ordering 16,900 additional recycling bins and 5100 additional garden bins.

- Completed a home composting trial involving 200 households using different forms of home composting, to assess different ways of diverting food waste from the rubbish bin, and therefore reducing waste to landfill. The program included a component of leadership training to help participants share their learnings with others in the community.
- Developed and implemented a successful program of Sustainable Living Week 2014 activities, with nine community events and workshops attended by more than 1895 people. The highlight event was the inaugural Sustainable Food and Wine Fair that showcased local and healthy foods, cooking demonstrations and businesses with sustainable produce and products.
- Planned and delivered a successful 2014 Sustainability Awards program that recognised the community's efforts to live more sustainably and provide community leadership.
- Provided a series of sustainability workshops and events throughout the year covering topical issues such as the reduction of waste to landfill, food waste avoidance, home composting, sustainable gardening, energy and water-saving, recycling and permaculture.
- Promoted Fair Trade products and developed events for Fair Trade Fortnight to raise awareness about Fair Trade ethics, suppliers and products.
- Conducted a Renew kerbside collection and Drop-Off Day for the recycling of unwanted but useable household items. A total of 46.70 tonnes was collected from the kerbside Renew service and 31.67 tonnes of electronic goods and household items was brought to the Renew Drop-Off day.
- Conducted a successful 'Talking Rubbish' competition receiving more than 250 entries from schools and the community who shared their stories, poems and videos about how they reduce waste to landfill.
- Continued to provide free recycling services for light globes and batteries, as well as a free showerhead exchange.
- Continued to provide community rebates for the installation of water tanks, solar hot water, solar panels and home composting systems.
- Continued to support community groups with a sustainability focus including Sustainability Street and Transition Whitehorse Community.
- Supported three local schools to participate in the Australian Sustainable Schools Initiative program, AuSSI Vic, and promoted the program to all local schools.
- Established a free television and computer recycling drop-off service at Council's Whitehorse Recycling and Waste Centre.

Challenges:

- Assisting the community with the changes to waste and recycling bin services; in particular, with the downsizing of rubbish bins to the new standard 80-litre size.
- Further reducing waste to landfill; in particular, the recovery and recycling of organic food and garden waste, and recyclables from garbage bins.
- Further reducing Council's and the community's carbon footprint in a cost-effective manner through reduction in energy consumption and increased use of renewable energy.
- Continuing to strive towards Council's targets for energy, water and waste reduction.

Moving Forward:

- Implementation of actions from key sustainability strategies such as the Whitehorse Sustainability Strategy, Waste Management Plan, Climate Change Adaptation Plan and Peak Oil Action Plan.

- Review of the five-year *Whitehorse Sustainability Strategy, Energy Action Plan* and *Water Action Plan*, including a review of the direction, targets, priorities and actions within these plans.
- Continuing to assist the community with the changes to waste and recycling bin services; in particular, with the downsizing of the rubbish bin to a new standard 80-litre size, and with further actions to help to reduce waste to landfill.
- Deliver of a series of workshops, events and activities on priority sustainability issues such as waste avoidance and minimisation, and reducing energy and water consumption.
- Development and delivery of a successful Sustainable Living Week program.

Transport
The Transport team provides transport engineering services, advice on planning permit applications, response to transport customer requests, strategic traffic and sustainable transport planning, public transport and bus shelter issues, parking management, preparation and community consultation for future traffic treatments and the delivery of the *Whitehorse Community Road Safety Strategy* and the *Whitehorse Integrated Transport Strategy.*

Highlights for 2013/14:

- Delivery of 40 school-based road safety, sustainable transport and active transport programs.
- Delivery of six programs focusing on the transport needs of elderly community members
- Placement of Council's speed observation trailers in 256 local streets.
- Delivery of two early childhood road safety programs.
- Publication of 29 articles in print media regarding road safety, sustainable transport and active transport.
- Delivery of 51 programs targeting vulnerable road users such as pedestrians, cyclists and motorcyclists.
- Commencement of the 'L2P' learner driver mentor program that uses the skills of volunteers to implement the road safety program for disadvantaged youth.
- Completed the evaluation of the *Whitehorse Road Safety Strategy 2006.*
- Adoption of the *Community Road Safety Strategy 2013*, after completing an extensive community engagement program.

Challenges:

- Dealing with the increasing number of customer requests and planning referrals.
- Addressing changing state government priorities.

Moving Forward:

- Continued focus on the safety needs of pedestrians (particularly elderly pedestrians) and cyclists.
- Facilitation of the removal of the rail crossing at Blackburn Road, Blackburn.
- Continued involvement in the Local Government Doncaster Rail Study Group.
- Continued advocacy to the state government for improved bicycle infrastructure throughout the city, including the Box Hill to Ringwood bikeway, and shared bicycle and pedestrian paths through the Healesville Freeway Reservation and the Melbourne Water pipe track.
- Continued advocacy to the state government for the urgent upgrade of the Box Hill Transport Interchange to increase passenger usage, safety, accessibility and comfort.

Human Services

Arts and Recreation Development

Arts and Culture

There are many opportunities in Whitehorse to participate in arts and cultural activities. Council curates a festival program of free events for the community to enjoy as well as directly manages cultural facilities. These facilities include the historic Schwerkolt Cottage and Museum Complex, the Box Hill Community Arts Centre, the iconic Box Hill Town Hall and community halls, the Whitehorse Artspace located at the Town Hall, and the Whitehorse Centre comprising both theatre and functions capabilities. Council also curates a vast array of arts programming through these facilities.

Highlights for 2013/14:

- In recognition of National Reconciliation Week, the Box Hill Community Arts Centre presented 'Footprints – The Journey of Lucy and Percy Pepper', a travelling exhibition courtesy of the Public Record Office Victoria. The exhibition traces the lives of an Aboriginal family in the first half of the twentieth century and is a remarkable parable about the strength of family in the face of adversity.
- E-Waste was the theme of the Box Hill Community Arts Centre 'Discarded' Recycled Art Competition was held as part of Whitehorse's Sustainable Living Week celebrations. All artworks entered into the competition were on display in the art centre gallery and awards were presented at the Whitehorse Sustainability Awards event.
- Festival attendance increased by 8,200 on the previous festival season, with notable growth at Global Fiesta (up 3000) and Carols (up 5000). A strong festival entertainment program and an enhanced marketing campaign contributed to this growth.
- Box Hill Town Hall staff conducted 20 free community tours of the complex and Artspace containing an in-depth history of this iconic building for visitors and groups.
- The Whitehorse Centre's professional theatre and music season continued to attract leading national companies and experienced a number of sold out shows with a strong subscription base of regular patrons.
- The exhibition, On the Sheep's Back, displayed images of a successful sheep station in 1951. High visitation was recorded at the Whitehorse Artspace, especially following the screening of a segment on ABC's Landline entitled 'This Woollen Life'. See: http://www.abc.net.au/landline/content/2014/s3984245.htm
- As part of Heritage Week 12-19 September 2013, 18 events were conducted and three new partnerships were established with Royal Botanic Gardens, Blackburn Lake Sanctuary Education Program and Le Pines Funerals, Box Hill. Approximately 1300 attended at least one of the Heritage Week events, with a user survey indicating the majority of participants found the program very enjoyable and considered Heritage Week an important aspect of local community life.
- Undertook historical research to source and contribute to the design of Traders Ingots, as part of the streetscape redevelopment of Carrington Road, Box Hill. The text inserted into the ingots provides a snapshot of the local history (people and place) while demonstrating the diversity and longevity of businesses.

Challenges:

- Increasing demand for venue space at Box Hill Community Art Centre.
- Addressing the demand by local artists for free exhibition space in the Artspace exhibition calendar.
- A decline in expenditure by clients on catering services at the Box Hill Town Hall and Whitehorse Centre.

- Developing and maintaining the Whitehorse Centre's technology to meet the expectations of clients, and remain competitive in the functions arena.
- Increasing audience participation in heritage programs and at Schwerkolt Cottage through improved use of electronic and social media.

Moving Forward:

- Development and maintenance of formal partnership agreements between Council and local, state and federal arts, heritage and cultural organisations.
- Installation of Wi-Fi at the Box Hill Town Hall to attract hirers seeking this service. Use of this venue is expected to increase with this new service.
- Increasing resident awareness of the Whitehorse Art Collection and attendance at the Whitehorse Artspace through an awareness campaign
- Review the Event Permit (the new application process and guides launched in 2013/14 are scheduled for review).
- Continued seeking of feedback from those participating in festival season events to ensure the program is meeting needs and expectation.
- Continued work with Metro Access to improve physical accessibility across all festival sites and provide a range of inclusive activities and entertainment.
- Raise community awareness and understanding on the importance of community art including highlighting its many benefits such as connecting people, engendering a sense of belonging, and facilitating social inclusion and artistic expression.

Leisure Facilities

The Leisure Facilities Unit provides leisure and recreational activities for the Whitehorse community. The unit comprises of five facilities – Aqualink Nunawading, Aqualink Box Hill, Morack Public Golf Course, Nunawading Community Centre and Sportlink Vermont South.

Highlights for 2013/14:

- Opening of the redeveloped Aqualink Box Hill on 16 December 2013. In the first 5 months of its operation, more than 288,000 people visited the centre to experience its modern facilities and a broad range of programs on offer. The five heated swimming spaces as well as the children's play space with splash pad and tipping bucket have been extremely popular. The health and fitness area comprising of a 700m2 gym and four group fitness rooms has generated strong membership growth. The new contemporary café, with its quality selection of food and beverages, and pleasant ambience, is also very popular.
- Implementation of a new automated online rostering and payroll system called 'Time Target' at the two Aqualink centres and Sportlink. The new system has created significant operational efficiencies with traditional paper timesheets no longer necessary, and monthly rostering and authorising of timesheets more timely and effective.
- Increased patronage at Nunawading Community Centre by approximately 6 per cent.
- Developed and launched Sportlink's new website providing customers with accurate and up-to-date. Built in functionality includes online booking requests enabling customers to place casual bookings and make general enquiries at any time.
- Launch of Facebook pages for the two Aqualink centres and Sportlink. This has allowed Council to communicate quickly and cost effectively, and engage with the community on a "24/7" basis.
- Construction and re-alignment of a new 8th tee and concrete pathway at Morack Golf Course, and erection of a safety fence along the Morack Road boundary. These course improvements will increase safety for golfers and the local community, and

enhance year-round access and playability.

- Sportlink successfully launched two new in-house programs including social badminton on Tuesday nights which has attracted on average 40 players per week and, more recently, a social table tennis program on Wednesday evenings.
- Aqualink Nunawading and Aqualink Box Hill merged databases enabling members at both centres to have reciprocal rights. Members now have access to seven heated aquatic spaces including indoor/outdoor heated pools and a warm-water therapy pool, more than 200 group fitness classes across six group fitness studios, two spacious gymnasiums with high tech equipment, spa, sauna and steam room facilities and a registered crèche at both centres featuring indoor and outdoor play areas.

Challenges:

- The age and associated limitations of the Nunawading Community Centre building in terms of accessibility continue to be challenging, particularly with the high percentage of older adults that attend the facility.
- As part of the Aqualink Box Hill redevelopment project, managing the closure of the temporary services and transferring services across to the new facility for the centre's reopening, managing the closure of the stadium in term 1 2014 for reinstatement works and addressing some of the expected "teething" issues associated with opening a new facility.
- The ongoing unpredictability of weather patterns throughout the winter and summer periods continue to have an impact on player numbers at the Morack Golf Course. The reopening of Kingston Links Golf Course driving range has impacted on the Morack Golf Course range patronage.

Moving forward:

- Upgrade of the basketball backboards and rings in the indoor sports stadium at Aqualink Box Hill. The backboards will be automated which will address existing OH&S issues for staff with moving them into position.
- Conduct a strategic plan review of the Morack Golf Course to determine its future direction.
- Implementation of two new software products at the two Aqualink centres including 'eblast' and 'Greenedesk' to assist in the ongoing servicing and retention of members.
- Review existing programs and introduce new programs at Aqualink Box Hill to ensure community needs and preferences are met. This will include introduction of "in-house" programs in the stadium and a review of the health and wellness industry to identify new trends.
- Participation by Nunawading Community Centre in the Silver Grove Community Space Assessment project that will explore current and future community needs for the precinct.
- Aqualink Nunawading to undertake a review and restructure of personal training, small group training and Bootcamp programs to increase uptake and respond to patron needs.

Parks Planning and Recreation

The Parks Planning and Recreation Unit primarily facilitates the planning and policy for parks, open space and recreation resources throughout Whitehorse. This includes the administration and facilitation of Whitehorse Parkland Advisory Committees and support of sport and recreation clubs through provision of recreational facilities and club development seminars.

Whitehorse has a significant and diverse physical heritage that includes bushland, waterways, regional parks and gardens. There are approximately 335 open space areas in Whitehorse (690 hectares), which represents approximately 10.7 per cent of the municipality. Approximately 590 hectares of this land is owned and managed by Council. Contained within these areas are 60 sports fields, 170 playgrounds and about 30 kilometres of off-road trails.

The community recognises that participation in recreational or leisure pursuits is an important element of a healthy lifestyle. Residents are fortunate to have access to a diverse range of leisure opportunities, covering a broad spectrum of active and passive recreation.

Highlights for 2013/14:

- Constructed a 1km circuit path around the perimeter of Box Hill Gardens.
- Commenced construction of a new multipurpose sporting pavilion at Mont Albert Reserve.
- Completed infield improvement works at Hagenauer Athletics Track including replacement of pole vault and javelin runway, and reconstruction of the High jump area.
- Commenced and received draft report on Outdoor Sports Lighting Review (a structural assessment of Council's seasonally allocated sports fields across the municipality).
- Completed the concept plan for 36 Central Road, Blackburn.
- Adoption by Council of the Plaques and memorials in Council Public Open Space Policy.
- Completed design for a proposed extension to the Box Hill Skate Park.
- Endorsement of the Draft Recreation Strategy Plan for public exhibition.
- Awarded the Parks and Open Space Development Award for the Redevelopment of Box Hill Gardens at the Parks and Leisure Australia Victorian Awards of Excellence.

Challenges:

- Managing the sustainability of open space in balance with the use of sports fields under challenging weather conditions and increase in their usage by clubs of various sports across the city.
- Working with Department of Education and Early Childhood Development and local schools negotiating joint use agreements and experiencing increased demand for school use of Council-owned sporting ovals.
- Working with other government agencies to develop bicycle routes along their assets.
- Managing the roll out of Sport and Recreation lease agreements in context of Council policy, asset management and best practice.

Moving Forward:

- Undertake a review of the *Recreation Strategy Plan* and present to Council for endorsement pending community consultation.
- Further development of the *Elgar Park Masterplan.*
- Completion of a concept and detailed design for Kalang Park pavilion redevelopment
- Commencement of upgrade works to the sporting pavilion at Kalang Park
- Development of the Wetland at Kalang Park.

Spotlight:

Parks and Leisure Australia Victorian Award

Council was awarded the Parks and Open Space Development Award for the Redevelopment of Box Hill Gardens at the 2014 Parks and Leisure Australia Victorian Awards of Excellence. The project has included development of the *Box Hill Gardens Master Plan (2011)*, construction of the underground stormwater harvesting system (2012), construction of the multipurpose area (2013) and construction of the 1km circuit path (2014).

Human Services

Community Development

The Community Development Department provides a range of initiatives to improve the wellbeing, social connectedness, capacity and strength of the Whitehorse community. Examples of work includes social research, community profiling, policy development, strategic planning, capacity building, community strengthening, health promotion, and specific projects with an emphasis on working in partnership with local services and organisations to develop the community.

Key areas of focus include: *Community Health & Wellbeing Plan Disability Policy & Action Plan, Diversity Policy & Action Plan, Reconciliation Policy & Action Plan, Volunteer and Community Participation Strategy, Positive Ageing Strategy*, affordable housing, responsible gaming, community grants, neighbourhood and community houses, Whitehorse Volunteer Network, senior citizens' centres, drug and alcohol issues, working with people with a disability and disability service providers, coordination of volunteers, Indigenous reconciliation, working with diverse and multicultural communities, community hubs and community safety.

Highlights of 2013/14:

- Delivery of a number of events including Seniors Festival, Global Fiesta, Volunteer recognition function & milestone event, Interfaith forums, Women's Forums, Sorry Day flag raising ceremony.
- Facilitation of the successful move of the Mitcham Senior Citizens Centre after the VicRoads Grade Separation.
- Administration of the community grants program and the successful funding of many local services and agencies, with the aim of delivering locally relevant and responsive initiatives.
- Resource and support of the Disability Advisory Committee, Reconciliation Advisory Committee, Whitehorse Interfaith Network and the Whitehorse Volunteering Network.
- Development and implementation of a number of strategic plans including the *Whitehorse Municipal Public Health & Wellbeing Plan, Whitehorse Diversity & Disability Policy and Action Plans, Whitehorse Volunteer and Community Participation Strategy, Positive Ageing Strategy* and the *Reconciliation Action Plan*.
- Coordination of the City of Whitehorse Scholarship (two scholarships are available for students living in Whitehorse and in their first year at either Box Hill Institute of TAFE or Deakin University).
- Ongoing coordination of a Family Violence initiative across Council.
- Coordination of Council's 500+ plus volunteers across Council and community participation initiatives across the municipality.
- Continued development of Whitehorse Demographic Tip Sheets.
- Facilitation of the Whitehorse Volunteer Expo.

Challenges:

- Further strengthening collaborative working relationships across the municipality.
- Continuing to actively engage with the local community to build capacity, strengthen the community and work towards inclusion and enhancing health and wellbeing outcomes.
- The broader promotion of the Whitehorse scholarship program to the Whitehorse community.
- Moving the occupants of the Whitehorse Community Resource Centre (Forest Hill) back into their home after a fire in 2013.

Moving Forward:

- Development and implementation of the *Whitehorse Volunteer and Civic Participation Strategy 2013-2017*.
- Implementation of the *Whitehorse Public Health & Wellbeing Plan 2013-2017, Whitehorse Reconciliation Plan, Disability Policy & Action Plan, Diversity Policy & Action Plan, Positive Ageing Strategy, Volunteer and Community Participation Strategy* and a number of other key strategic policies and plans.
- Organisation of the October Whitehorse Women's Forum.
- Organisation of Community Safety month activities in October 2014.
- Assistance to the Whitehorse Community Resource Centre (Forest Hill) to settle back into its home.

Spotlight:
Health and Wellbeing in Whitehorse 2013-17

The *Public Health and Wellbeing Act 2008* requires councils to develop a municipal public health and wellbeing plan every four years and within 12 months of a Council election. Whitehorse City Council's municipal public health and wellbeing plan, *Health and Wellbeing in Whitehorse 2013-2017*, was adopted by Council at its October 2013 meeting. *Health and Wellbeing in Whitehorse 2013-2017* describes the work Whitehorse will undertake in partnership with the community, and key state and local organisations over the next four years. The plan represents Council's long-term commitment and aspirations for improving the health and wellbeing of the Whitehorse community.

A detailed data analysis of the available evidence on Whitehorse's health and wellbeing, an assessment of national, state and local policies and a comprehensive community engagement process involving more than 2500 people who live, work and play in Whitehorse, identified the following priorities for action:

- creating safe environments
- reducing alcohol and other drug-related harm
- increasing active living
- supporting healthy eating
- promoting mental wellbeing.

These priorities will be addressed through the development of annual action plans, implemented across Council through existing plans and strategies, and some new initiatives including the Whitehorse Milk Bar and Alcohol Project and a Prevention of Violence Against Women Working Group.

Human Services

Health and Family Services

The Health and Family Services Department provides social support services to children, youth and families as well as public health services to all residents in the city. Services include the provision of 269 centre-based and 125 family day care-based childcare places for the community, six (maternal and child health) family centres that cater for almost than 7000 families per year, youth support programs that attract more than 6000 young people, 10 monthly immunisation clinics and a number of health protection services, including food safety and communicable disease management of businesses.

The department also manages Council's Municipal Emergency Management – Recovery responsibilities and assists homeless people connect with organisations providing accommodation support.

Highlights for 2013-14:

- Successful collaboration with partner organisations to deliver the remaining strategies contained in the Whitehorse Municipal Youth Plan 2009-2013 and the Whitehorse Municipal Early Years Plan 2009-2013.
- Education and mentoring program for early childhood staff to facilitate consultation with children as young as three years of age as part of the consultation phase of the development of the Municipal Early Years Plan 2014-17.
- Council's Inclusion Support Facilitators provided outstanding support for more than 117 Commonwealth approved childcare services over the past year. This support enabled 191 children with additional needs in the community to participate in these important community support programs.
- Council's six parent information sessions continue to be well supported in the community with more than 1,000 parents attending the sessions during the year'
- Nearly 7000 families (including 1824 new mothers) were assisted by the MCH Team during the year. Approximately 29,196 centre and home based consultation were provided for these families.
- The relocating of the Blackburn North Maternal and Child Health Centre into a new modern facility at the Whitehorse Primary School. This was

an exciting step for the MCH service and represented only the second example of the co-location of an MCH service with a school in the state.

- Conducted over 2100 food safety assessments across 1000 registered food premises during the year. This included approximately 800 food businesses assessed as part of Council's 5 Star Hygiene Rating systems.
- Implementation of an extensive community consultation program to ensure a diverse array of views and opinions from key stakeholders on the next iterations of the *Municipal Early Years Plan 2014-17* and *the Municipal Youth Plan 2014 – 2017*.
- In its first year, the Whitehorse FReeZA Committee (Flying Pigs Events) facilitated a diverse range of events for young people aged 12 to 25, providing them with an opportunity to attend affordable and accessible music and cultural events.

Challenges:

- Addressing the policy, funding and regulatory changes introduced by federal and state governments which have impacted upon the cost of delivering childcare and kindergarten services to families.
- An increase in applications for support for children at risk or families under financial hardship accessing childcare.
- Awaiting implications of the State Government's major review of the Maternal and Child Health service - the outcome of the review and future funding arrangements are unknown at this stage.
- Increasing the capacity of Council's immunisation program to vaccinate all year 7, 8, 9 and 10 high school students as a result of a change in the government's immunisation schedule.
- Implementation of the strategies and actions contained in the *Municipal Early Years Plan 2014-17* and *Municipal Youth Plan 2014-17*.

Moving Forward:

- The Maternal and Child Health Service and Council's Aqualink facilities are currently developing a wellness program for new mothers to support them in maintaining their emotional and physical wellbeing after the birth of their baby. The program will be designed to highlight the importance of a healthy lifestyle, social connectedness and emotional wellbeing.
- The Maternal and Child Health Service, together with Best Chance, will seek commonwealth funding for the provision of a volunteer family support program for families living in the City of Whitehorse.
- Continued implementation of the National Quality Framework which aims to the quality of child care and education outcomes.
- Continued advocacy to the federal government concerning the ongoing issue of childcare affordability.
- Advocacy for Universal Access in Kindergarten to retain 15 hours of funding beyond 2014.
- Expanding the use of social media to engage and provide information to young people who would otherwise not have access to such information.

Spotlight:

Completion of the Municipal Early Years and Youth Plans (2009-13)

Highlights of the collective strategies implemented include:

- the introduction of parent education forums, implementation of the national quality framework and the Victorian early years' learning and development framework for Council's childcare services
- adoption of Council's play strategy for children
- development of the Whitehorse engagement strategy
- funding for the parent resource officer position
- provision of ongoing support to young people in understanding mental health
- introduction of social media (Facebook) as a means to engage young

- implementation of the FReeZA program by the youth committee, providing music and cultural events across the municipalities
- facilitation of the Box Hill Assertive Outreach Program, offering support and services to vulnerable young people
- implementation of the Whitehorse Youth Empowerment Program (WYEP) to provide diverse activities / workshops for young people during the school holiday period.

Human Services

Home and Community Care

The Home and Community Care Department provides a range of in-home and community-based services for frail, vulnerable and isolated older people, people with a disability and their primary carers. Services include home care, personal care, respite support, home maintenance, assisted transport, food services and social support programs.

Approximately 4500 residents access Council's range of support services to assist them to remain living independently and to participate in community life. The department is funded to provide 90 Community Aged Care Packages (CACPs) which provide clients with complex needs, individually tailored packages of aged care services.

The department also manages and provides support to residents at Council's Gowanlea Independent Living Units and Combarton Street Rooming House.

Highlights for 2013/14:

- Significant progress in the implementation of the Active Service Model, a person-centred, capacity building model of care to support clients to live to their optimum level of independence.
- Successful implementation of the mobile devices project for all support staff delivering care to clients. This allows support staff live access to clients care plans and facilitates timely communication and risk management.
- Establishment of a casual pool of staff for Food Services. This has dramatically reduced reliance on agency staff and facilitated effective budget management.
- Participation in the Workplace Flexibility Project.
- Re-design and re-definition of functions of the HACC Intake and Assessment service to improve efficiency and response time, and in line with the Aged Care Reforms.
- Refurbishment of Mountainview Cottage to open more areas for client activities and accommodate growth in programs.
- Changeover from the use of chemicals to bio-degradable cleaning products for domestic assistance.
- Implementation of the Goal-Directed Care Planning by the Assessment staff which focuses on client goals and aspirations.

Challenges:

- Addressing increasing number of phone calls despite an increase in internal customer service levels.
- No growth in funding levels and an increase in demand for services.
- Introduction of a number of new initiatives and processes presented a challenge in change management and culture change.
- The transition of HACC responsibility from the state to the Commonwealth Government.

Moving Forward:

- Continue implementation of the Active Service Model to support individuals to live and participate in the community to their optimal level of independence and improve quality of life.
- The Home and Community Care Department will investigate strategies for seamless transition of the Home and Community Care programs from state to federal funding body.
- Implement strategies to continually improve customer service.
- Identification and implementation of strategies for the successful transition of the Home Care Packages Level 2

(former CACPs) to Client Directed Care (CDC) model of service delivery
- Identification and implementation of strategies for more effective and efficient use of available resources.

Human Services

Library Services (Whitehorse Manningham Libraries)

Public libraries support community knowledge, connection and engagement. Whitehorse Manningham libraries provide services and programs that offer opportunities for the community to access and share ideas, learning, information and stories. The libraries are welcoming and inclusive community spaces that are well used and accessible to all members of the diverse community.

Library services in Whitehorse are provided by the Whitehorse Manningham Regional Library Corporation with branch libraries located in Blackburn, Box Hill, Nunawading and Vermont South. Access to library services are also available 24/7 at www.wml.vic.gov.au as well as a Home Library Service provided for housebound residents.

Highlights for 2013/14:

- Achieved a large response to a competition held as part of Heritage Week to find the libraries' longest-serving member. The winners were announced by the Mayor at a morning tea at Nunawading Library in October 2013. The winner was Brian Buxton who joined Box Hill Library in 1949. Runners up were Bronwyn Pollard, who joined in 1950, Colin Barraclough who joined in 1951 and Brenda Brownlie who joined in 1953.
- Nunawading Library hosted an author event for the State Library of Victoria Summer Reads program with author and journalist Sue Williams speaking about her *book Father Bob: the Larrikin priest*.
- Highlights of the Nunawading Reads program this year included talks by authors, writers, and filmmakers including Robin de Crespigny, Ken Piesse, Carrie Tiffany, Robin de Crespigny and Graeme Simsion.
- Box Hill Library continued to present a program of well attended poetry events.
- Held a second Human Library event in partnership with Whitehorse Council at the Global Fiesta celebrations in March 2014 with eight interesting "human books" available for loan, resulting in a total of 30 loans throughout the day.
- Participated in the Whitehorse Youth Festival in the Box Hill Mall, presenting an information and e-resources demonstration stall.
- A monthly Book Circle was established at Box Hill Library, joining Blackburn and Nunawading in this successful program that enables readers to share their love of reading with others.
- Children's Book Week: author Kelly Gardiner spoke about her experiences of growing up in Mitcham, at our annual 'Girls Night In' at Nunawading Library
- Vermont South Library hosted Rowan Foster: How I barely survived 3 decades at the ABC and comedian and writer Dave O'Neil.

Challenges:

- Responding to new technologies and the expectations of the community for associated resources and digital literacy support remains both a challenge and an opportunity for the Library Service.
- Ongoing funding requirements for the future.

Moving Forward:

- Upgrade of the library website. This project will provide a more user-friendly interface, more effective promotion of library services and improve access to online resources.
- Upgrade of the Box Hill Library customer service desk to better

accommodate the introduction of new technologies including the self-loan facilities.

Infrastructure

Capital Works

The Capital Works Department has four areas of responsibility:

- planning and management oversight of Council's Capital Works Program
- project management of building capital works
- maintenance of Council buildings
- development and implementation of Council's *Asset Management Strategy*.

The existing five-year Capital Works Program was reviewed as part of the annual budget development process and continues to provide valuable forward planning guidance across Council's major asset groups of roads, footpaths, drains, parks and buildings. In accordance with Council's *Asset Management Policy*, funding priority is allocated to renewal and refurbishment projects to ensure Council's assets continue to provide an acceptable and safe level to the community.

Highlights of 2013/14:

- Completed 216 projects collectively valued at $39.4 million. This equates to 98% of available capital funding which exceeded Council's corporate business plan target.
- Project managed capital building and renewal works totalling $5.4 million.
- Let a multi-million dollar contract for the provision of electrical maintenance services for the next three-year period.
- Project managed the specification development, configuration and 'go live" commissioning of the Works Management module in Council's integrated asset management system for roads (road seal, road pavements, kerb and channel and footpaths) and drainage (pits and pipes) assets.
- Commenced implementation of Council's Climate Change Action Plan for Buildings.
- Facilitated Council achieving "core maturity status" under the Commonwealth Government's National Asset Management Assessment Framework as part of Council's ongoing participation in the MAV STEP Program.
- Led development of an updated five-year Capital Works Program.
- Project managed and supported a major review and update of Council's asset management plans for roads, drains, buildings, open space assets, plant and light fleet and IT assets including asset renew forecasting and the development of an aggregated Total Asset Management Plan.
- Managed the review and updating of Council's Asset Management Policy.
- Developed a Test and Tag Policy to be progressively rolled out across Council.

Challenges:

- One hundred per cent completion of projects in the annual Capital Works Program.
- Continued development of the Roads Asset Register with the inclusion of "other" road based assets and the linkage to Council's GIS.
- The extension of Council's Test and Tag compliance program to include privately-constructed buildings on Council land.
- The development, in conjunction with building tenants, of a sustainable funding strategy for the renewal and upgrade of privately-constructed buildings on Council land.
- Ongoing development of levels of service standards for buildings.

Moving Forward:

- Full integration of Asset Management Plan renewal funding forecasts into Council's long-term financial plan modelling.
- Implementation of a Lease Register in Council's Asset Management System.
- Development of a comprehensive register and the 'go live' commissioning of works management functionality for Open Space Assets.
- Further development of Council's building componentisation framework for renewal demand forecasting and asset valuation purposes.

- Completion of the $2.5 million sports pavilion redevelopment at Mont Albert Reserve, Mont Albert North.
- Implementation of an improved capital works nomination and project evaluation system.

Spotlight:
Works Management Capability in Council's Corporate Asset Management System
A key priority of Council's Asset Management Strategy and associated Asset Management Improvement Program has been the continued implementation of the Whitehorse Asset Management System. This corporate system is critical to the ongoing improvement of Council's asset management practices by enabling Council to:

- register all assets under its control
- issue and record works orders against individual assets
- record asset inspections and maintenance
- analyse the performance and effectiveness of Council's asset management strategies.

Council has made significant progress in the implementation of the system over recent years and has implemented asset registers for buildings, plant fleet and equipment, IT assets, drainage assets, roads, footpaths, kerb and channel, barbecues and play spaces. In addition, Council has been issuing works orders for proactive and reactive maintenance against buildings, and fleet and plant assets since May 2013. Following the commissioning of the roads and drainage asset registers, Council has focused its efforts on the design of the works management module for the City Works Department.

City Works required a system that allowed users to issue works orders to crews and also record works undertaken with associated costs against one or more assets. Council's Asset Management System, which is designed to meet these needs, was reconfigured to meet City Works' requirements. A project team was established to work through the design and configuration of the module to suit the requirements of City Works' inspection and maintenance activities. Following seven months of design workshops, user testing and training, the first work order was issued from the system by City Works in May 2014.

The system provides City Works with the ability to analyse asset maintenance effort and expenditure for various locations, asset types, materials and problematic areas around the Whitehorse municipality. It provides a significant improvement on Council's ability to report on asset maintenance activities across a vast asset base.

Infrastructure

City Works

The City Works Department is responsible for coordinating and managing maintenance works and some construction works for Whitehorse's 611 kilometres of sealed roads, 1182 kilometres of footpath, 843 kilometres of underground drains, 38,146 drainage pits and 72 shopping centres.

Other services provided by City Works include graffiti removal, signage repair and replacement, street furniture repair and replacement, pavement line marking, street sweeping, litter bin waste collection, cleaning of pubic barbeques and toilets, clearing constructed laneways and removal of dumped rubbish.

The department also operates and maintains the commercial operations store, carries out workshop repairs and maintenance of small plant and equipment, and coordinates fleet and plant replacements.

Highlights for 2013/14:

- Delivered the $1.925m footpath renewal Capital Works Program on time and within budget.
- Delivered the $3.420m fleet and plant replacement Capital Works Program in accordance with the replacement schedule and within budget.
- Purchase of a second Glutton machine as part of Council's cleansing program. The City of Whitehorse was the first Council in Victoria to introduce an environmentally-friendly electric "Glutton" cleansing machine (electric outdoor vacuum cleaner designed for street and footpath cleaning) in its cleansing functions last year.
- City Works went "live" with works management for roads and drains in Council's new Asset Management System in May 2014. Work orders are now issued against individual road and drainage assets. This will allow these assets to be managed more effectively as each asset will have a history of maintenance and expenditure recorded against it. Council staff will be able to analyse the performance of these assets and make better informed decisions.
- Fleet and plant maintenance is now undertaken and monitored through work orders issued from Councils Asset Management System to ensure all Council fleet and plant assets are maintained in accordance with the manufacturers requirements.
- Council performed well in the external audit of its handling and use of fuel cards with only minor recommendations made to enhance the terms and conditions of use of the fuel cards. All recommendations were implemented.
- Delivery of the annual heavy leaf street sweeping program, building upon the success of last year's program. Council's 135 heaviest leaf fall streets were swept on a fortnightly basis during autumn between April and July, recording the greatest volume of litter and leaf matter removed since commencement of this service. A total of 683.75 tonne of litter was removed from Council's streets between April and June and 2,693.88 tonne over the past year.

Challenges:

- Preparing for the roll out of works management for roads and drainage assets in Council's Asset Management System. This involved setting up programmed maintenance schedules, reactive activities and response times for all roads and drainage-related assets including costs for the works delivered. Briefing and coordinating the required change in work practices for all outdoor crew and office based staff processes was completed.
- The challenges in responding to reactive and programmed graffiti removal works lead to restructuring of the program to reduce the recurrence and spread of graffiti within the municipality. The appointment of a second graffiti removalist required change to the program and increased the level and standard of service. The municipality has been split into two regions (East and West) to facilitate prompt response times and efficiency of service.
- The street sweeping program addressed several challenges owing to the hot weather in summer causing excess bark to shed and a warmer Autumn led to trees holding their leaf drop until late May where they fell at a more rapid rate once the cooler weather settled in, resulting in sweeping challenges.
- Crew and contractor performance auditing and monitoring of work standards for consistent high quality service delivery, including footpath maintenance and renewal works, asphalt works, drainage repairs, line marking, barbecue cleansing, public toilet cleansing, street sweeping services, street litter bin collection, signage replacement, township cleaning, laneway maintenance and programmed cleaning.
- Continuing to deliver high quality maintenance services and programs on time and within adopted budgets.

- Continuing to respond effectively to the environmental challenges of climate change impacting various assets, to the ageing of road and drainage assets and increasing demands.

Moving Forward:

- Delivery of routine and programmed maintenance works in accordance with the prescribed standards and timeframes of Council's Road Management Plan.
- Exploration of opportunities to use more environmentally-sustainable recycled asphalt products in road and footpath maintenance works. Investigate the possibility of using "TonerPave" for asphalt and footpath patching for a period of six months to assess its performance. (TonerPave is produced by recycling waste material including recycled toner printing cartridges, recycled oils and bitumen pavement. It satisfies all VicRoads' performance requirements and has the ability to reduce Council's carbon impact by 23 per cent through the use of Low CO2 asphalt in lieu of typical virgin asphalt mixes. The average being about 14kg of CO2 saved per tonne of asphalt used.)
- Awarding of new contracts for the provision of opening and closing public toilets, cleaning public toilets, cleaning and maintenance of automated public toilets (Exeloos), barbecue cleaning services and line marking services, accepting a contract extension for the purchase of PVC pipes, concrete lintels, grates, covers and associated drainage products.
- Development of a bridge and boardwalk maintenance inspection and Capital Works remedial works program for Council's 66 bridges, boardwalks and culvert structures from the detailed site investigations carried out and the associated technical specification for rehabilitation works report.
- Conduct a detailed site inspection and structural integrity analysis of all flag poles installed in road reserves across the municipality to assess their condition, determine treatment options and inform the Capital Works program for repair, maintenance or replacement works as required to ensure the safety of all road users.

Spotlight:
Renew Collection Day
Council facilitated the annual Renew Collection day from its Commercial Operation centre on Saturday 17 May 2014.

The event provided residents with an opportunity to drop off their unwanted electronic items such as televisions, computers and radios (e-waste) for reuse or recycling. Eight skip bins were provided to collect e-waste, mixed metals and furniture. One four-tonne truck collected furniture and one three-tonne truck collected clothing.

The contractor recorded 652 vehicles attending the Renew Collection day and collected the following:

- 16.96 tonne of e-waste
- 2 mattresses
- 5.13 tonne whitegoods
- 3.1 tonne clothing and household items
- 5.28 tonne furniture.

Infrastructure

ParksWide

Whitehorse City Council has more than 690 hectares of open space including bushland reserves, parks, gardens, recreation reserves and trails, combined with tree-lined residential streetscapes to form a pleasant urban environment. Council's ParksWide team provides maintenance of these extensive park and horticulture assets in close collaboration with the Whitehorse Parkland Advisory Committees.

Major activities conducted include maintenance and enhancement of remnant bushland reserves, management and maintenance of street and park trees, general parks and gardens maintenance and horticultural services.

ParksWide manages Council's nursery, maintains and manages Council's sports fields including the Box Hill City Oval and Wembley Park, and maintains playgrounds and other items of open space infrastructure.

Highlights for 2013/14:

- Construction of a $3,500m^2$ landscaped area as part of the Aqualink Box Hill redevelopment including planting of 10,000 shrubs and ground covers, and 120 trees. The landscape plant species design was undertaken by ParksWide with all plants grown and/or sourced through the ParksWide Nursery.
- Adoption by Council of the *Whitehorse Urban Biodiversity Strategy for Council Managed Open Space, Streetscapes and Community Facilities*. The strategy aims to conserve and maintain existing Whitehorse biodiversity, focusing on indigenous flora and fauna species while recognising the importance of native and exotic vegetation to habitat.
- Construction of a new reserve on the corner of Lake and Central Roads Blackburn. The project included a path network, post and rail fencing, picnic tables and seats. In addition, more than 1000^{m2} of new gardens were developed with the planting of 51 different local indigenous species reflecting the biodiversity of Blackburn Lake Sanctuary. In total, 65 trees and 3200 shrubs, grasses and groundcovers were planted.
- The ParksWide Nursery won the 'Best Government Nursery Victoria' in the Nursery and Garden Industry Australia Awards in November 2013.
- Initiated a bushland management grazing trial with the support of Melbourne Water to minimise weeds and nurture native vegetation. The trial involves the use of goats grazing a degraded bushland area, a former billabong on Dandenong Creek in Abbey Walk in Vermont. A monitoring scheme has been developed to assess the value of the trial over time.
- Presentation of a display at the Spring Festival using local indigenous stock grown at the ParksWide Nursery. A donation of 2000 local indigenous plants was made to festival patrons.
- Successfully managed the 2013/14 fire danger season with no major issues.
- Completed a review of the Yarran Dheran Fire Management Plan.
- Conducted a successful National Tree Day event at newly-acquired land along the Eastern Freeway, 'Koonung Creek Parklands'. For the first time Council ran two planting days, catering to schools and corporations on Friday, 26 July in addition to the traditional last Sunday in July catering to residents and community groups. More than150 people helped plant 135 semi-advanced local indigenous trees, and 3500 local indigenous shrubs, grasses and groundcovers. Revegetation was undertaken in the reserve between Koonung Rd in Blackburn North and Busana Way in Nunawading.
- Commenced a review of the Whitehorse Streetscape Strategy and Policy. The reviewed document will provide guidance for the staged upgrade of the city's streetscapes and assist residents, local businesses, developers and Council officers to understand the broader vision, policies, actions and procedures relating to Whitehorse's tree population.
- The Horticultural and Landscape Services Team were involved in the design and construction of the show garden "Happiness Grows" at the 2014 International Flower and Garden Show and received the Bronze Award in recognition of their achievements.

Challenges:

- Implementing the Open Space Asset Data capture project, including the capture of data on the city's 75,000 street trees.
- Continuing to manage the increasing demand on the City's sports fields.
- Addressing the impacts of climate change on open space assets.
- Ongoing increases in utility costs.
- Managing and maintaining the City's open space and bushland path network in a safe condition. The increasing frequency and intensity of storms has resulted in challenging erosion problems on areas of the path network.

- Addressing the impact of the 2010 Essential Services Victoria, (ESV), Powerline Clearance Regulations on the City's Street trees.
- Managing ageing sports field lighting and irrigation infrastructure.

Moving Forward:

- Continuation of the review and implementation of operational processes including works programming, recording and monitoring systems to ensure best practice maintenance is aligned with WAMS requirements.
- Implementation of a field-based electronic data capture system linked to Council's GIS and asset management system.
- Implementation of service delivery standards
- Continue to develop and implement contemporary turf management practices in order to meet the increasing demand on the city's sports fields.

Spotlight: Review of Whitehorse Streetscape Policy and Strategy

The review and update of *Council's Streetscape Policy and Strategy* and *Whitehorse Urban Biodiversity Strategy for Council Managed Open Space, Streetscapes and Community Facilities 2014* were conducted in line with Council's strategic direction to "Protect and enhance our open spaces and natural environments".

Implementation of the improvement actions identified in the strategies will enable development of a contemporary tree management strategy which will facilitate the planned, systematic and integrated management of all trees on public land. It will provide guidance for the staged upgrade of the City's streetscapes and assist residents, local businesses, developers and Council officers to understand the broader vision, policies, actions and procedures relating to Whitehorse's tree population. The updated strategy will provide a long-term management direction for the introduction of new and desirable trees and the promotion of practices to preserve the health, safety and amenity value of existing trees.

Consultation with the community and other key stakeholders will occur during the development and application of the improvement actions.

Infrastructure

Recycling and Waste Centre

One of Melbourne's busiest waste transfer centres, the Whitehorse Recycling and Waste Centre, has serviced local residents and the commercial sector since 1981. The centre is located on the former Nunawading landfill site at 636-640 Burwood Highway, Vermont South. The site incorporates a skate park facility, the Nunawading District Motor Cross Club and bushland walking trails that include a lookout.

The Recycling and Waste Centre services all Whitehorse residents as well as commercial customers. Council places a major emphasis on educating the community on the importance of recycling and diverting waste from landfill.

Highlights for 2013/14:

- Sent 38,624 tonnes of waste to landfill after receiving 60,228 tonnes to the site. More than 14,000 tonnes of green waste and timber was mulched and recycled, effectively diverting more than 20,000 tonnes of green waste and other recyclables from landfill.
- Purchased a new Volvo FM500 6x4 prime mover.
- Purchased a new Komatsu WA 100 front end wheel loader.
- Installation of automated entry gates for improved site security, and safer opening and closing procedures.
- Retained National Heavy Vehicle Accreditation for Mass Management until 2016 after successfully being audited in January 2014.
- Successful in gaining a grant from Sustainability Victoria for the TVIR Program to recycle televisions,

printers/scanners, computer monitors and hard drives. Since the program began in December 2013, it has diverted 120 tonnes of recyclable materials from landfill. The grant was used for asphalting areas of the site as a part of a plan to expand the recycling facilities.
- Struck a new agreement with Orora for the recycling of cardboard, paper, glass and plastics.
- Salvaged more than 150 bikes for Bikes4Life and Gateway Local Learning and Employment Network (Gateway LLEN).

Challenges:

- Using the current site infrastructure to accommodate the increasing demand in new recyclable waste streams.
- Maintaining and improving the excellent customer service and OH&S standards currently in place.
- Implementing safe procedures to recycle a higher percentage of resources from the waste to improve recovery rates.
- Educating residents and customers on the importance of recycling for a sustainable future and cost effective waste disposal.
- Addressing impacts on gate fees of increases in the state government landfill levy and the possible repealing of the carbon tax.
- Investigating the implementation of cost effective procedures and suitable contractors for the collection and transportation of polystyrene for recycling.

Moving Forward:

- Continued education of staff on existing and new legislation for the waste and transport industries.
- Continued maintenance of the landfill aftercare management plan of the existing landfill site to protect surrounding creeks and environment into the future.
- Investigation of alternative disposal sites for efficient transport and disposal costs of waste.
- Improved monitoring and information recording of all the waste and recycling streams for better management, budgeting and decision making on future trends.
- Structural repairs to the waste pit canopy and resurfacing of the waste pit floor.

SECTION FOUR
Governance

Good Governance

Good governance is a vital part of local government and being accountable to the community. Good governance is identified in the *Council Plan 2013-2017*, reflecting Council's commitment to open and transparent government, acting with integrity and compassion and maintaining the highest level of good management.

Good governance provides residents with the confidence to know that their rates are being used wisely and that their democratically elected Councillors are making decisions based on proper processes and systems.

Whitehorse City Council holds Ordinary and Special Council Meetings where councillors, acting together to form Council, debate issues in a public forum and make decisions called 'resolutions'. Council officers then carry out these decisions.

During 2013/14, Council held 15 Ordinary Council Meetings and 10 Special Committee Meetings.

The following is a list of councillor attendance at each of these meetings.

2013/14 Council Meetings

Date	Type of Meeting	Councillor Attendance*
8 July 2013	Special Committee	Cr Carr
15 July 2013	Council Meeting	Cr Carr
12 August 2013	Special Committee	Cr Carr
19 August 2013	Council Meeting	Cr Carr
9 September 2013	Special Committee	Cr Bennett
16 September 2013	Council Meeting	All present
14 October 2013	Special Committee	All present
21 October 2013	Council Meeting	All present
28 October 2013	Special Statutory Meeting	All present
18 November 2013	Special Committee	All present
25 November 2013	Council Meeting	All present
9 December 2013	Council Meeting	Cr Chong AM, Cr Massoud
28 January 2014	Council Meeting	All present
10 February 2014	Special Committee	All present
17 February 2014	Council Meeting	All present
11 March 2014	Special Committee	Cr Carr, Cr Chong AM
17 March 2014	Council Meeting	All present
24 March 2014	Special Council Meeting Alternative Vision for the Healesville Freeway Reservation – Final submission to VicRoads	Cr Davenport
14 April 2014	Special Committee	Cr Carr
14 April 2014	Special Council Meeting – Fees and Charges 2014/15	Cr Carr
28 April 2014	Council Meeting	All present
12 May 2014	Special Committee	All present
19 May 2014	Council Meeting	All present
10 June 2014	Special Committee	All present
23 June 2014	Council Meeting	All present

***** Name of Councillor/s not present at the meeting**

Performance Statement

Strategic Objective	Activity	Performance Measure	Target Date	Target Achieved	Current Status
Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities	Whitehorse Health & Wellbeing Plan Stage 2	Adoption of the plan by Council	October 2013	Achieved	Completed. Plan was adopted by Council October 2013.
	Whitehorse Volunteer & Civic Participation Strategy	Adoption of the strategy by Council	June 2014	Achieved	Completed. Draft plan was presented to Council in the April 2014 cycle and placed on public exhibition for further consultation until end of May 2014. The final strategy was adopted by Council on the 23 June 2014.
	Whitehorse Municipal Early Years Plan Whitehorse Youth Plan	Adoption of the plan by Council Adoption of the plan by Council	April 2014 April 2014	Not achieved Not achieved	In progress. The development of both plans is progressing with the completion of preliminary work on reviewing demographic data, service mapping, government policies and community consultation

Strategic Objective	Activity	Performance Measure	Target Date	Target Achieved	Current Status
					strategies. This work has generated significant levels of data requiring extensive analysis by staff and the consultant. There have also been changes in government policies critical to childcare, kindergarten, maternal & child health, and school focussed youth services announced in the past two months. Collectively, these matters have required an extension in the data analysis phase of each project and. in turn. an extension to the date of completing each project. The steering committees submitted both plans in draft form to Council on 23 June. These were endorsed and released for community consultation until 20 July 2014.
Maintain, develop and enhance our built environme	Deliver the post-1945 Heritage Study	Preparation and approval of the study	June 2014	Achieved	Completed. Draft documents for the study completed, including all citations for the

Strategic Objective	Activity	Performance Measure	Target Date	Target Achieved	Current Status
nt					properties, and an update presented to EMT 6 May 2014 and study approved by EMT on 24 June 2014.
	Streetlight energy efficient changeover	60% of mercury vapour street lights changed	June 2014	Achieved	Completed. Practical Completion was issued for the installation contract on 19 May 2014. There were 5218 mercury vapour street lights changed to energy efficient (T5) lights, which is 60% of the total number of Council's mercury vapour street lights (8681).
	Environmentally Sustainable Design Policy	Adoption of the policy by Council	April 2014	Achieved after target date	Completed. The Planning Panel and Ministerial Advisory Committee hearing took place and Council received its report on 7 April 2014. The policy was adopted by Council on 23 June 2014.
	Aqualink Box Hill redevelopment	Centre open for operation	December 2013	Achieved	Completed. Opened to the public on 16 December 2013.
Increase in the amount of quality open space and improvem	Develop a Biodiversity Strategy	Adoption of strategy by Council	April 2014	Achieved after target date	Completed. Strategy adopted by Council at its meeting of 23 June 2014

Strategic Objective	Activity	Performance Measure	Target Date	Target Achieved	Current Status
ent in the sustainability of our natural environment					
	Review and update Council's Streetscape Policy and Strategy	Adoption of policy and strategy by Council	June 2014	Achieved	Completed. Adopted by Council at its meeting of 23 June 2014
	Launch tree education and awareness campaign	Campaign launched and promotional/educational material produced	June 2014	Achieved	Completed. Campaign launched and all promotional/educational material produced and distributed.
Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation	Employee satisfaction to enable their best contribution to our community	Employee satisfaction rate of 80% or greater	June 2014	Achieved	Completed. Employee satisfaction and engagement surveyed in August 2013 with 86.2% satisfaction and 98.45% of staff engaged and responding "I am determined to give my best effort at work each day." Results analysed and action plan completed and underway to improve employee satisfaction, engagement and performance.
	IT Strategy	Approved IT Strategy	April 2014	Achieved after target date	Completed. Strategy completed and approved by EMT on 24 June 2014.

Strategic Objective	Activity	Performance Measure	Target Date	Target Achieved	Current Status
	Whole of Council community engagement strategy	Adoption of strategy by Executive & Council	June 2014	Achieved	Completed. Community Engagement Framework and Strategy were presented to the Executive on 20 May 2014 for adoption. The strategy and framework were presented to Council during the June cycle and were adopted by Council on the 23 June 2014.
	Whole of Council community communication strategy	Adoption of strategy by Council	June 2014	Not achieved	In progress. Adoption of Whole of Council community communication strategy required prior to commencing. Projected completion date December 2014.
A dynamic local economic environment that is regionally connected	Economic Development Strategy 2014-2019	Adoption of strategy by Council	January 2014	Achieved	Completed. Economic Development Strategy (EDS) 2014-19 completed and adopted at Council Meeting, January 2014 cycle. EDS launched at WBG Business Breakfast on 28 March 2014.
	Review Box Hill Central Activities Area car parking demand and supply	Adoption of car parking study by Council	September 2013	Achieved after target date	Completed. On 25 November 2013 Council resolved to release the draft Strategy for consultation. The project comprises the

Strategic Objective	Activity	Performance Measure	Target Date	Target Achieved	Current Status
					Stage 1 Study and Stage 2 Strategy. The Stage 1 Study received in May 2013 provides details on car parking demand and supply (in accordance with the 'Activity'); however, this stage, while delivered ahead of time, was not separately reported to Council. Community consultation on the strategy has been completed and the strategy was adopted by Council on 23 June 2014.

CERTIFICATION OF PERFORMANCE STATEMENT

In our opinion, the accompanying performance statement of the Whitehorse City Council in respect of the 2013/14 financial year is presented fairly in accordance with the Local Government Act 1989.

The statement outlines the performance targets and measures set out in relation to the achievement of the Key Strategic Activities in respect of that year described in Council's 2013/14 Annual Budget and describes the extent to which the activities have been met in that year having regard to those targets and measures.

At the time of signing, we are not aware of any circumstance, which would render any particular in the statement to be misleading or inaccurate.

Andrew Davenport AM Davenport
Councillor

Dated: 25/8/2014
Nunawading

Ben Stennett
Councillor

Dated: 25/08/14
Nunawading

Chief Executive Officer
Noelene Duff

Dated: 25/8/14
Nunawading

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Whitehorse City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2013 of the Whitehorse City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Whitehorse City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Whitehorse City Council in respect of the 30 June 2013 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the Whitehorse City Council for the year ended 30 June 2013 included both in the Whitehorse City Council's annual report and on the website. The Councillors of the Whitehorse City Council are responsible for the integrity of the Whitehorse City Council's website. I have not been engaged to report on the integrity of the Whitehorse City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
30 August 2013

John Doyle
Auditor-General

Best Value Program

Having completed its five-year program of Best Value Service Reviews in accordance with the requirements of section 208 of the *Local Government Act 1989*, Council now embarks on an ongoing program of review based on a strategic approach. This report provides information on Council's approach to Best Value and on the status and outcome of Best Value service reviews carried out in 2013/14. Information on Council's approach to Best Value and the timetable for the conduct of the service reviews, is located on Council's website at www.whitehorse.vic.gov.au/Good-Governance.html

Council is required by the *Local Government Act 1989* to comply with the Best Value principles and, to this end, will take a strategic approach to the application of the Best Value Principles on an ongoing basis. These reviews are expected to take account of the Best Value principles enshrined in Section 208B of the Act, namely:

- the need for services to deliver against agreed quality and cost standards
- services being responsive to changing community needs
- accessibility of services to those who need them
- continuous improvement in the delivery of services
- community consultation on services and activities
- regular annual reporting to the community on Council's performance
- further, section 208C of the Act requires Council to take account of these factors when developing its quality and cost standards including:
    - the best on offer in the public and private sectors
    - value for money
    - community expectations and values
    - balance of affordability and accessibility
    - opportunities for local employment growth
    - partnership building with other levels of government
    - environmental sustainability.

Three fundamental principles guide the implementation of Best Value at Whitehorse City Council, namely:

- the Best Value process at Whitehorse City Council is used to ensure that all of the city's services and activities provide high quality and good value for money to the community
- Council is committed to ensuring that, where appropriate, the services being provided by Council staff continue to be delivered internally unless it can be demonstrated that it would be better value to the community for these services to be provided by others.
- The Best Value process is implemented in accordance with the Victorian Government's *Competitive Neutrality Policy Victoria 2000*.

Conduct of Best Value Service Reviews

Each Best Value Service Review is conducted by the relevant work team and led by their manager. Managers and teams are supported in this process through the use of a common review template and the provision of a central resource that provides information, advice and training. Service reviews have three distinct stages:

Stage One
• Service Analysis
• Describe service
• Describe current service levels

Stage Two
• Service Model
• Needs analysis
• Compare service against best on offer in public and private sectors
• Develop draft standards on Service levels, cost and quality
• Community consultation

Stage Three
• Advice to Council
• Method for service delivery
• Service provider option

At the conclusion of each service review, Council receives a report that contains:

- a description of existing service standards and a proposed method of service delivery, with defined service levels and cost and quality standards that have been benchmarked and tested through consultation
- an analysis of the service delivery options available, including an analysis of the maturity of the market, a risk assessment of each option and an assessment against Competitive Neutrality policy
- advice on the preferred service delivery option.

With the completion of Council's first five-year program of reviews in June 2004, and in the light of the outcomes of the review of the Best Value Program undertaken for the Victorian Government by the Best Value Commission, Council has reviewed its approach to the conduct of service reviews.

Council has found the service review process beneficial in enabling it to ensure that services meet the changing needs of the community and in providing an opportunity to compare its performance with like services in the public and private sectors. Council will continue to apply the Best Value principles when conducting service reviews and continue to report to the community on the outcomes of its reviews through reports to Council and annual reports on the implementation of Best Value placed on Council's website.

In terms of the development of a program of reviews, Council will take a strategic approach to the conduct of reviews, identifying services for review on the basis of:

- significance in achieving Council's strategic goals
- capacity to lead to significant improvement in service delivery
- changes in community satisfaction with the service
- changes in community expectations or demands for the service
- alterations in government policy that have major ramifications for service delivery
- the length of time that has lapsed since the previous review.

Whitehorse City Council has an ongoing commitment to competition policy and competitive neutrality, and is obligated to adhering to competitive neutrality principles as a matter of good business practice and accountability.

Progress of Service Reviews
Council has completed its five-year program of service reviews. In 2006-07, Council commenced its ongoing program of service reviews, which are currently in progress as listed below:

- **Service Completion Date of Review**
  Whitehorse Art Space – deferred. Awaiting the completion of the feasibility study of the Whitehorse Centre
  Customer Service Reviews – ongoing
  Child Care Service –Family Day Care September 2014, in progress.

- **Outcome of Completed Service Reviews**
  Some of the Best Value Service Reviews commenced in 2013/14 are still in progress and not yet completed. The outcomes of these service reviews will be reported in the next Best Value Annual Report for 2014/15. In addition, Council supports and encourages continuous improvement in all its operations and reviews and has implemented and number of initiatives.

- **Best Value Reporting on Performance**
  For the completed service reviews, the cost and quality standards are included within the reports and reviewed and approved by Council's Audit Committee and endorsed by Council at Ordinary Council meetings. The reports and minutes of the Council meetings are available on the website or contact Council on 9262 6338 for assistance in accessing the relevant reports.

Risk Management

Risk Management is an organised and structured method of identifying, evaluating and treating risks associated with Council's activities, functions and processes. The process seeks to minimise risk and maximise opportunities for Council. Supported and directed by Council's *Risk Management Policy and Strategy*, the process assists the organisation to fulfil its corporate objectives.

The *Risk Management Policy and Strategy* is based on empowering individual departments to document the identification, assessment and treatment of risks using a common standard and technology, underpinned with training and support from the Risk Management Unit. Council has a training program to equip staff with the necessary skills to undertake their responsibilities with respect to risk management.

A Risk Management Committee, comprising of members of the Executive Management Team, support managers and chaired by the chief executive officer, monitors the operation of Council's *Risk Management Policy and Strategy*. The committee reports to the Audit Committee.

Council is subject to external monitoring of its risk performance by regular insurer and internal audit reviews.

Liability and Property Audit
Council's liability and property insurers audit Council's systems and processes to identify, evaluate and control liability risks. Due to significant improvements in Council's commitment to embedding risk management in its planning along with improvements in management practices, Whitehorse remains in the top third of councils in Victoria.

Sports, Council and Community Facility Risk Management Support
During the year, the Risk Management Unit provided support to various Council departments on matters such as inspections and resultant recommendations regarding baseball planning for errant balls, signage for the public when matches are being played and event advice on risk management practices. Support also included provision of advice on general surface safety, position, design and layout of sporting fields and infrastructure, and advice to clubs on sports field activities.

Audit Advisory Committee
Council's Audit Advisory Committee continued to receive regular reports on the organisation's risk management position and performance. This committee reviews the effectiveness of Council's risk management direction and activities, and reports to Council on its findings and recommendations for improvement.

Emergency Management

The *Victorian Emergency Management Act 1986* requires that each municipal council prepares and maintains a *Municipal Emergency Management Plan* (MEMP). Whitehorse City Council's MEMP addresses how to prepare, respond to and recover from emergencies and natural disasters within the municipality.

The MEMP is a plan for managing municipal resources and coordinating community support. It was developed by the Municipal Emergency Management Planning Committee, which has representatives from a number of emergency services including police, Metropolitan Fire Brigade, Victorian State Emergency Services, Department of Human Services, medical professions and others.

Under the MEMP, services can be called in to assist in the management of an emergency, including ambulance and fire services, regional councils, service authorities, Department of Human Services, other state and federal government departments and service organisations. These organisations all have a specific role to play that depends on the nature of the emergency.

The broad objectives of this plan are to:

- implement measures to prevent or reduce the causes or effects of emergencies and thereby reduce the risk of emergencies occurring
- manage arrangements for the utilisation and implementation of municipal resources in response to emergencies
- manage support that may be provided to or from adjoining municipalities
- assist the affected community to recover following an emergency
- complement other local, regional and state planning arrangements
- increase community resilience to the impacts of emergencies.

Corporate Information

Protected Disclosures Act 2012
The *Protected Disclosures Act 2012* encourages and facilitates the making of disclosures of improper conduct or detrimental action by public officers and public bodies. The Act provides protection to people who make disclosures and establish a system for the matters disclosed to be investigated and for rectifying action to be taken. In accordance with the Act, Council has detailed procedures for dealing with any disclosures it may receive. Copies of the procedure are available for inspection at Council's service centres and on Council's website.

As required by Section 70 of the *Protected Disclosures Act (2012)*, Council reports that:

- procedures under Part 9, Section 58 of the Act to deal with any disclosures made under the Act have been established. These procedures became available to the public on 10 August 2013.
- two disclosures alleging improper conduct were received during the 2013/14 year under this Act but did not meet the requirements for a Protected Disclosure so were declined.
- Nil disclosures were notified to the IBAC under section 21(2) during the financial year.

Freedom of Information
Since January 1994, Council has been subject to the *Freedom of Information Act 1982* that provides the community with access to documents in the possession of the Council, subject to various exemptions and exceptions. For the period 1 July 2013 to 30 June 2014, there were 15 requests made regarding Freedom of Information:

- one occasion when part access was granted
- five occasions when full access was granted
- one occasion where no documents existed
- eight requests still remain in process at 30 June 2014.

There were no requests to the Freedom of Information Commissioner for internal review. There were no complaints lodged with the Freedom of Information Commissioner There were no appeals to the Victorian Civil and Administrative Tribunal relating to requests processed throughout the year.

The provisions of the Act under which the above decisions were made:
Access denied in part – Section 33(1) of the Freedom of Information Act 1982.
The names and designation of the officers with authority to make a decision on a request are:

The Principal Officer Chief Executive Officer Noelene Duff.
A (Tony) De Fazio, Manager Civic Services
Jenny Russell, Team Leader Governance
Rosemary Sheehan, Acting Team Leader Governance.

Information Available for Public Inspection

- In accordance with the *Local Government Act 1989* and the Local Government (General) Regulations 2004, the following information is available for inspection during office hours at Whitehorse Civic Centre 379 Whitehorse Road, Nunawading:

- annual report for each financial year
- annual financial statements, including:
    - an operating statement;
    - a statement of financial position; and
    - notes to the financial statement
- budget or revised budget for the current financial year
- current copy of the Council plan
- local laws and orders for the city
- details of current allowances fixed for the Mayor and councillors under Section 74 and 74A of the *Local Government Act 1989*
- the total annual remuneration for all senior officers in respect of the current financial year and the previous year set out in a list that states:
    - ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed $10,000, and
    - the number of senior officers whose total annual remuneration falls within the ranges referred to in subparagraph above.
- details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by councillors or any member of Council staff in the previous 12 months, including the names of the councillors or members of Council staff and the date, destination, purpose and total cost to the Council of the overseas or interstate travel, including accommodation costs
- names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- names of councillors who submitted returns of interest during the financial year and the dates the returns were submitted.
- agendas for and minutes of Ordinary and Special Meetings held in the previous 12 months kept under Section 93 of the Act except if the minutes relate to parts of meetings that have been closed to members of the public under section 89 of the Act.
- a list of all special committees, established by Council and the purpose for which each committee was established
- a list of all special committees established by Council which were abolished or ceased to function during the financial year
- minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act
- a register of delegations kept under Section 87 and 98 of the Act, including the date on which the last review under sections 86(6) and 98(6) took place
- submissions received in accordance with Section 223 of the Act during the previous 12 months
- agreements to establish regional libraries under Section 196 of the Act
- details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by Council as lessor or lessee, including the name of the other party to the lease and the terms and value of the lease
- register of authorised officers appointed under Section 224 of the Act
- a list of donations and grants made by Council during the financial year including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant
- a list of the names of the organisations of which Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by Council
- a list of contracts valued at $100,000 (or such higher amount as is fixed

from time to time under Section 186(1) of the Act), or more :

- which the Council entered into during the financial year without first engaging in a competitive process, and
- which are not contracts referred to in section 186(5) or (5A) of the Act.

Other Information

- The current Council Plan, Strategic Resource Plan, Council Budget and Annual Report.
- City of Whitehorse Community Local Law No.1 of 2006 and Meeting Procedures and Common Seal Local Law 2013.
- The program for the application of Best Value Principles together with and quality or cost standards adopted by Council.
- The current Councillor Code of Conduct approved by the Council.
- Councillor expense reimbursement policy.
- Election campaign donation returns lodged by candidates at the previous Council election.
- The current Procurement Policy adopted by Council.

Further Information

Further information about these documents can be obtained from Jenny Russell, Council's Team Leader Governance.

Audit Advisory Committee

Council's Audit Advisory Committee receives regular reports on the organisation's risk management position and performance. This committee reviews the effectiveness of Council's risk management direction and activities, and reports to Council on its findings and recommendations for enhancement and improvement.

Audit Advisory Committee 2013/14

The role of Whitehorse City Council's Audit Advisory Committee is to have an overview of the financial, management and system controls in place to protect Council's assets. The committee is not a decision-making forum but performs a review function. On occasion, the committee may refer matters to Council for a decision.

Membership

The Audit Advisory Committee comprises two appointed councillors and two independent persons with industry experience. The first independent member, also chairperson of the Audit Advisory Committee, is Mr Michael Said, who was appointed in July 2004. Mr Said is also chairperson of the audit committees of both Greater Dandenong and Moorabool councils, and an independent member of both the Whittlesea City Council Audit Committee and the Chisholm Institute of TAFE Audit Committee. The second independent person is Mr Greg Hollyman who was appointed in June 2011. Council's Chief Executive Officer is required to be present at meetings and the General Manager Corporate Services attends each meeting unless advised to the contrary. The internal auditor is invited to each meeting and the external auditor is invited where appropriate.

Audit Advisory Committee Members:

- Chairperson/independent member – Mike Said (appointed July 2004)
- Independent member – Greg Hollyman (appointed June 2011)
- Councillor representative – Cr Robert Chong OAM (Nov 2006 – Nov 2013)
- Councillor representative – Cr Ben Stennett (Nov 2013 – Present)
- Councillor representative – Cr Andrew Davenport (Nov 2012 - Present)

Internal Audit

Council has exercised the option to extend PricewaterhouseCoopers (PwC) Chartered Accountants' contract as its internal auditors for a further three-year period (July 2013 to June 2016). PricewaterhouseCoopers performed a risk assessment of Council's operations and recommended a three-year audit program to cover these aspects.

The Audit Advisory Committee approved the *Strategic Internal Audit Plan for 2014 – 2016* and endorsed the 2014/15 internal audit work program for Council approval. The *Audit Committee Charter* was reviewed, enhanced and formally adopted by Council in September 2013.

The Audit Advisory Committee also received updated reports in relation to previous matters raised by the internal auditors to ensure that these are adequately addressed.

Internal Auditor
PricewaterhouseCoopers
Engagement Leader – Lisa Woolmer
Engagement Manager – Brett Wong

External Audit
The external auditor is the Victorian Auditor-General who appointed accounting firm Crowe Horwath to conduct the annual statutory financial statement audit for the 2013/14 year.

Audit Risk Plan Review in 2013/14
As part of the *2013/14 Audit Risk Plan*, the Audit Advisory Committee received reports on the following:

- 2013/14 Annual Financial Statements Audit Strategy
- employee departure processes
- fuel cards review
- cashier collections
- household waste management billing.

Local Laws and Orders

To help maintain the amenity of the municipality and safety of the community, Council administers a series of state government legislation and Council-developed local laws and orders.

Community Local Law No. 1 2006 has been designed to address issues at a local level. The local law sets minimum community standards, maintains safety and provides for the protection of Council assets.

Council orders specifically relate to animal management and are in addition to the local law requirements.

The orders, made in accordance with *Section 26 of the Domestic Animal Act (1994)*, establish a series of standards in the management of cats and dogs.

These include:

- *Order No. 3 – Animal Registration*: All cats and dogs being registered for the first time in the City of Whitehorse must be desexed. *Section 10B (1) of The Domestic Animal Act (1994)* provides exemptions from this requirement in certain circumstances.
- *Order No. 4 – Cats to be confined to property at night*: All cats within the City of Whitehorse must be confined to a property from 8pm-6am either within the dwelling or within a suitable escape proof enclosure
- *Order No. 5 – Cats prohibited from designated Council bushland reserves*: Cats are not permitted to enter any designated Council bushland reserve at any time. Designated bushland reserves are nominated within the order.
- *Order No. 6 – Animal Control dogs*: Dogs must be under effective control of their owners when in a reserve, municipal place or any public place. This order defines effective control, provides for dogs to be exercised off lead in designated reserves as well as outlining the owner's obligations in relation to the dog's behaviour whilst on lead and also off lead in these areas. This order repeals Order No. 2.

Memberships

Organisation	Amount ($) excl GST
Amaze	110
Aquatics Recreation Victoria	1,000
Association for Children with a Disability	50
Australian Japan Society of Victoria	500
Australian Performing Arts Centres Association	1,073
Australian Region of IPPS	62
Council Arboriculture Victoria (CAV) Inc.	250
DX Mail	5,485
Early Childhood Australia	282
Eastern Affordable Housing Alliance	7,000
Eastern Alliance for Greenhouse Action	15,000
Eastern Transport Coalition	8,000
Eco Buy	2,358
Environmental Education in Early Childhood	400
Environmental Health Professionals Australia	1,391
Family Day Care Australia Limited	236
Family Day Care Victoria Incorporated	550
FKA Children's Services	740
ICLEI - Local Governments for Sustainability	2,100
Infor Public Sector User Forum Inc	1,300
L G Pro	3,277
Local Government Finance Professionals	600
Local Government Managers Australia	1,304
MainStreet	455
Melbourne's South East (starting 2012/13 year)	5,000
Metropolitan Transport Forum	1,500
Municipal Association of Victoria	67,141
National Safety Council of Australia	1,091
Nursery & Garden Industry Victoria	900
Parks and Leisure Australia	523
Play Australia	440
Property Council of Australia	5,091
Public Galleries Association of Victoria	500
SAI Global	407
School Crossing Victoria	150
Sister Cities Australia	500
Sports Turf Association (Vic) Inc.	600
Stormwater Victoria	600
TaxEd	905

Tree & Shrub Growers Victoria	318
VicSport	273
Victorian Association of Performing Arts Centres	1,035
Victorian Employers' Chamber of Commerce and Industry (VECCI)	6,000
Victorian Local Government Association	32,600
Victorian Meals on Wheels Association	80
Victorian Planning & Environmental Law Association	177
Volunteering Victoria Inc	300
Whitehorse Pre-School Association	59
Total Memberships	**179,713**

Community Grants

Organisation	2014 Amount ($) excl GST
1st/8th Blackburn Scout Group	1,000
AdventCare Independent Living Units	1,000
Alkira Centre - Box Hill Inc.	2,000
Asian Business Association of Whitehorse Inc.	21,218
Aspergers Victoria Inc.	1,000
Australian Chinese Dancers' Association	1,000
Avenue Neighbourhood House	32,994
Bennettswood Bowling Club	1,500
Bennettswood District Girl Guides	850
Bennettswood Neighbourhood House	26,629
Benwerrin Pre School Association Inc.	1,000
Blackburn Cycling Club Inc.	2,000
Blackburn Pre School	1,000
Box Hill Choral Society Inc.	500
Box Hill Citizen's Advice Bureau	10,000
Box Hill City Band	1,000
Box Hill Cricket Club	800
Box Hill Historical Society	875
Box Hill Italian Senior Citizen's Club	500
Box Hill Miniature Steam Railway Society	1,407
Box Hill Senior Citizens Club	500
Box Hill South Neighbourhood House	26,629
Buckanbe Park Advisory Committee	2,500
Burke and Beyond Association	700
Burwood Neighbourhood House	26,629
Cambodian Community Welfare Centre Inc.	800
Chinese Health Foundation of Australia	2,500
Circolo Anziani of the Whitehorse Club	1,000
Circolo Pensionati italiani-Nunawading	1,200
City of Whitehorse Band	1,000
Clota Cottage Neighbourhood House Inc.	27,960
Combined Probus Club of Burwood Inc.	800
Communities Council on Ethnic Issues	800
Deakin University	9,450
East Burwood Pre School	1,000
East Victorian Highland Dancing Association Inc	500
Eastern Access Community Health	213,984
Eastern Area Multiple Birth Association	444
Eastern Community Legal Centre	12,000

Eastern Emergency Relief Network	8,000
Eastern Polio Support Group	550
Eley Park Community Association	37,344
Family Access Network	37,500
Federation of Chinese Associations Senior Citizen Social Club Inc.	800
Floral Art Society of Victoria	350
Greek and Cypriot Elderly Citizens Club of Whitehorse and Districts	1,300
Greek Elderly Citizens Club of Box Hill	500
Greek Elderly Citizens Club of Nunawading	1,300
Greek Orthodox Community of Box Hill & District Elderly Citizen's Club	1,300
Heatherdale Pre School	1,000
Holbury Children's Centre Inc	1,000
Huntington's Victoria	1,550
Indochinese Elderly in the Eastern Suburbs Inc	800
Kerrimuir Neighbourhood House	26,629
Koonung Cottage Community House	26,629
Ladies Probus Club of Blackburn South	800
Ladies Probus Club of Box Hill South	700
Life Activities Club of Whitehorse	1,500
Lions Club of Forest Hill Inc	1,000
Lions Club of South Vermont	2,000
Living Streams Community Care	1,000
Louise Multicultural Centre	23,976
Maroondah Singers Inc	500
Migrant Information Centre	4,000
Mitcham Community House	32,994
Mitcham Community House Family Violence Program	15,383
Mullum Mullum Festival Inc.	2,000
Multibridge Community Centre Inc.	1,000
Nieuw Holland Social Club Inc.	455
Nunawading Hungarian Senior Citizen's Club Inc.	1,500
Nunawading Toy Library	1,000
Parkside Pre School Centre Inc.	500
People with Multiple Sclerosis	2,000
Probus Club of Blackburn Bellbird Inc.	387
Probus Club of Blackburn Central Inc.	800
Probus Club of Mont Albert Inc.	800
Rangeview Pre school	734
Resident Cultural Grants	200
Resident Sporting Grants	1,500
Rotary Club of Mont Albert & Surrey Hills	1,000
Rotary Club of Preston	825
Royal Humane Society of Australasia Inc.	300
Senior Citizens Club Nunawading	1,300

Senior Citizens of the Greek Community of Forest Hill	1,300
Shanghai Chinese Overseas Friendship Club	1,500
St Augustine's Anglican Kindergarten Inc.	1,000
St Francis Xavier Autumn Friendship Club	500
St Peter's Anglican Kindergarten Box Hill Inc.	1,000
St. Scholastica's Kindergarten Inc.	809
Strathdon Community	1,696
Taiwanese Business Association of Melbourne Inc.	8,300
Terrara Pre School	1,100
U3A Nunawading Inc.	1,500
Uniting Care East Burwood Centre	23,255
Vermont South Community House	32,994
Victorian Multi Ethnic Slavic Welfare Association	500
Whitehorse Chinese Senior YouYi Friendship Association	1,000
Whitehorse Community Chest Inc.	12,627
Whitehorse Community Health Service	1,143
Whitehorse Community Indigenous Plants Project	728
Whitehorse Cyclists Inc.	1,000
Whitehorse Day Club	600
Whitehorse Historical Society Inc.	1,800
Whitehorse Older Persons Action Group	1,100
Whitehorse Orchestra Inc.	1,000
Whitehorse Pre School Association	27,477
Whitehorse Showtime	1,000
Woodhouse Grove Kindergarten	1,000
TOTAL	**811,304**

Organisation Discount Support

Organisation Name	2014 Amount ($) excl GST
Aglow Australia	600
Alcoholics Anonymous	1,304
Alkira Centre - Box Hill	3,420
Appleton Institute & Deakin University	1,455
Arts Nunawading Inc.	200
Athletics Nunawading Inc.	182
Australian Chin Community (Eastern Melbourne) Inc.	1,618
Australian Chinese Dancers Association	576
Australian Orchid Foundation	116
Australian Quilters Association Inc.	3,107
Australian Red Cross - Blackburn Unit	1,533
Australian Woodturning Exhibition - Whitehorse Woodturners	3,035
Babirra Music Theatre Inc.	16,220
Birralee Pre School	390
Blackburn High School	503
Box Hill Art Group Inc.	6,455
Box Hill Ballet Association Incorp.	6,483
Box Hill Choral Society	1,970
Box Hill Citizen's Advice Bureau	86
Box Hill Clayworkers	3,452
Box Hill Community Gardens Inc.	956
Box Hill Hand Spinners and Weavers	5,626
Box Hill Life Drawing Group	307
Box Hill Mandarin Chamber Choir	160
Box Hill Russian Senior Citizen's Club	2,770
Brotherhood Karyas Olympou	1,337
Cake Decorators Association of Vic Inc.	924
Caribbean Association of Victoria	600
Ceramics Victoria	488
Cerebral Palsy Education Centre Inc.	2,308
Choral Institute Melbourne (and CHIME choir)	3,058
Circolo Pensionati Italiani-Nunawading	6,719
City of Whitehorse Band	2,010
Combined Probus Club of Blackburn South	1,295
Combined Rotary Clubs of Whitehorse	1,560
Contemporary Women Painters	1,656
Cypriot Community Eastern Suburbs Elderly Citizens Club	1,344
Designer Art Shop Association (Alcove Art Shop)	256
Doncare (Whitehorse Opportunity Shops)	1,560

Eastern & Mountain District Radio Club Inc.	1,382
Eastern Districts Aquarium Society	1,418
Eastern Emergency Relief Network (& Warehouse)	6,760
Eastern Palliative Care	2,052
Eastern Suburbs Scale Modelling Club	399
Extended Families Australia	1,824
Family Access Network	168
Floral Art Society of Victoria	570
Florence Road Pre School	1,151
Greek Elderly Citizens Club of Nunawading	4,570
Hand Tool Preservation Society	230
Heritage Roses in Australia Inc.	199
Hispanic Society of Victoria Inc.	933
Hovercraft Club of Victoria	225
Inclusive Music Theatre Incorporated	3,365
Indian Pensioners Club	3,234
Interchange Inner East	293
Jing Song Senior Chinese Men's Inc.	1,755
Junior Chamber International (JCI) Eastern	260
Katrina Pre School	332
Knitting for the Needy	335
Koonung Cottage Community House	1,261
Ladies Probus Club of Nunawading	995
Ladies Probus Club of Vermont South	597
Larch Street Kindergarten	1,412
LINC Whitehorse	2,600
Lion Club of Box Hill	520
Lions Club of Blackburn North	4,370
Lions Club of Forest Hill	520
Lions Club of Mitcham	2,658
Lions Club of South Vermont	1,300
Louise Multicultural Centre	672
Marquetry Society of Victoria	746
Melbourne Ai-Yue Choir	1,359
Melbourne Audio Club Inc.	1,658
Melbourne Children's Chinese Choir	1,010
Melbourne Chinese Choir	2,031
Melbourne Numismatic Society Inc.	281
Melbourne Taiwanese Ladies Association	695
Morris Register of Victoria Inc.	730
Mullum Mullum Indigenous Gathering Place	1,344
Neami	1,522
Needlework and Tapestry Guild of Victoria	4,188
New Hope Baptist Pre School	409

Nova Music Theatre Inc.	19,085
Nunawading Community Gardens Inc.	1,154
Nunawading Hungarian Senior Citizen's Club Inc.	3,225
Nunawading Triathlon Club Inc.	518
Orana Opportunity Shop	1,560
Orchid Species Society of Victoria	681
Our Lady's Primary School	1,976
Papermakers of Victoria	429
Parkside Pre School Centre Inc.	1,096
Perwira Inc. - Indonesian Society of Victoria	2,996
Polish Senior Citizen's Club of Doncaster	5,734
Pope Road Blackburn Pre-School Association	1,240
Probus Club of Forest Hill Inc.	1,388
Probus Club of Mitcham Inc.	2,280
Probus Club of Mitcham Orchards Inc.	2,487
Probus Club of Nunawading Inc.	1,380
Rejoice Community Centre	3,236
Roberts Mc Cubbin Primary School	2,546
Robinson House	680
Rotaract Club of Whitehorse	1,397
Rotary Club of Box Hill (Art Show)	10,474
Rotary Club of Box Hill Central	1,530
Rotary Club of Mitcham Inc. (Rotary Clothesline Op Shop)	1,560
Rotary Recycle Op Shop	1,560
Royal Hort Society of Vic Bulb Group	570
Royal Society for the Prevention of Cruelty to Animals	6,760
Scouts Australia Vic Branch - 1st/8th Blackburn Scout Group	520
Senior Citizen's Club of Nunawading	4,659
Senior Citizens of the Greek Community of Forest Hill	18,635
St Andrew's Elderly Citizens Group	4,658
St Phillips Primary School	954
Surrey Hills Baptist Children's Centre	1,183
Surrey Park Junior Football Club In	1,466
Taiwanese Women's Dancing Group	1,673
The Boite Vic Inc.	2,691
The Hong Kong Club	895
The Reach Foundation	1,336
U3A Nunawading Inc.	20,000
Uniting Care Harrison	141
Vermont Primary School	848
Vermont Cancer Research Fundraising Group	1,673
Vermont Garden Club	547
Victorian Quilters Inc.	964
Wado Ryu Karate	5,389

Warekila Preschool	743
Wesley Mission Victoria	802
Whitehorse Bicycle Advisory Committee	409
Whitehorse Business Group Inc.	2,165
Whitehorse Chinese Senior YouYi Friendship Club	1,755
Whitehorse Community Chest Inc.	2,617
Whitehorse Community Health	1,040
Whitehorse Cyclists	665
Whitehorse Film Society Inc.	2,625
Whitehorse Friends for Reconciliation	100
Whitehorse Orchestra	3,230
Whitehorse Pioneers Football Club	1,755
Whitehorse Scouts	260
Whitehorse Showtime	9,305
Whitehorse Toastmasters Club	3,731
Yooralla Self Advocacy Group and Yooralla Film Group	3,983
Total Discount Support	**332,931**

Ward Contingency Fund Payments

Ward	Organisation	2014 Amount ($) excl GST
Central	2nd Blackburn Scout Group	750
	Blackburn South Netball Club	200
	JCI Eastern Inc.	100
	LinC Whitehorse	200
	Whitehorse Community Indigenous Plant Project Inc.	750
Elgar	Box Hill City Band Inc.	450
	Box Hill Girl Guides	425
	Box Hill North Primary School	250
	Koonung Secondary College	450
	Whitehorse Orchestra Inc.	425
Morack	East Burwood Tennis Club	500
	Life Activities Club of Whitehorse	500
	Uniting Care East Burwood Centre	500
	Vermont South Community House	500
Riversdale	9th Box Hill Scout Group	300
	Bennettswood Bowls Club	600
	Bennettswood Girl Guides	300
	Surrey Park Football Club	350
	Wattle Hill Kindergarten	300
	Whitehorse Community Health Service	150
Springfield	Heatherdale Girl Guides	200
	Mitcham Bowls Club	400
	Mitcham Girl Guides	200
	Nadrasca	200
	Nunawading/Donvale District Girl Guides	200
	Whitehorse Rotary Farmers Market	400
	Yarran Dheran Advisory Committee	400
Total		**10,000**

SECTION FIVE
Financial Report

WHITEHORSE CITY COUNCIL - FINANCIAL REPORT 2013/14

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Certification of the financial report

Auditor General's Independent Audit Report

Understanding Our Annual Financial Report

The Annual Financial Report is one of Council's key reports to the community. It shows Council's financial performance during the year and the financial position at the end of the year.

Council's Annual Financial Report has been prepared in accordance with Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standard Board (AASB), and therefore particular terms under the standards may not be familiar to some readers. Further, as Council is a 'not for profit' organisation, certain terms used in private sector company reports are not appropriate to Council's reports.

Council is committed to accountability. For this reason this simple guide has been developed to assist readers understand the Annual Financial Report.

What is Contained in the Annual Financial Report?

Council's Annual Financial Report contains the following sections:

- Standard Statements
- Certification of the Standard Statements
- Financial Statements
- Notes to the Financial Statements
- Certification of the Financial Report
- Auditor General's Independent Auditor's Report

These sections are described in more detail below.

Standard Statements

The Standard Statements comprise the following:

- Standard Comprehensive Income Statement
- Standard Balance Sheet
- Standard Cash Flow Statement
- Standard Capital Works Statement

Each of the Standard Statements compares the actual figures with budget. It also shows the variance between actual and budget in dollar and percentage terms.

Standard Comprehensive Income Statement

The Standard Comprehensive Income Statement also shows the financial performance of Council during the financial year. The Standard Comprehensive Income Statement shows total revenue, total expenses and the surplus (deficit) for the year. The Standard Comprehensive Income Statement does distinguish between recurring and non-recurring items, capital grant income, monetary and non monetary capital contributions. The Standard Comprehensive Income Statement also shows other comprehensive income for the year, which are transactions recorded directly in equity.

Standard Balance Sheet

The Standard Balance Sheet is a snapshot of Council's financial position at the end of the financial year. It shows what Council owns as assets and what it owes as liabilities. Assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. The components of the Standard Balance Sheet are explained below.

Current and non-current assets include:

- Cash and cash equivalents – This includes cash held in banks and petty cash. It also includes Council's cash investments in term deposits with a maturity of 3 months or less.

- Financial assets – This includes term deposits with a maturity of greater than 3 months.
- Trade and other receivables – This represents monies owed to Council by rate payers, parking debtors, and other debtors.
- Other assets – This includes inventories and prepayments.
- Investments in associates – This represents the value of Council's ownerships and investments in Regional Landfill Clayton South, Whitehorse Manningham Regional Library Corporation, and Narre Warren User Group.
- Property, infrastructure, plant and equipment – This is the most significant component of Council's worth and includes land, buildings, roads, drainage, land improvements, plant and machinery, equipment, furniture and fittings, other structures, and the art collection.
- Current and non-current liabilities include:
- Trade and other payables – This represents monies owed to creditors by Council and deposits held in trust.
- Employee benefits – This represents annual leave and long service leave employee entitlements.
- Interest-bearing loans and borrowings – This relates to loans and borrowings from financial institutions.

Net assets is calculated as total assets less total liabilities and represents the net worth of Council, which has been built up over many years. Net assets equals total equity.

The components of total equity are:
- Accumulated surplus – This refers to the value of all net assets accumulated over time less funds transferred to other reserves.
- Asset revaluation reserve – This is the difference between the previously recorded value of assets and their current valuations.
- Other reserves – This comprises various reserves where funds have been allocated from the accumulated surplus for specific purposes.

Standard Cash Flow Statement

The Standard Cash Flow Statement shows Council's cash inflows and cash outflows for the year. It shows the movement in cash and cash equivalents, which comprise cash at bank and on hand and cash held in term deposits with a maturity of 3 months or less.

Council uses the Standard Cash Flow Statement in conjunction with the rest of the Standard Statements to evaluate changes in net assets, analyse the financial structure (including the liquidity and solvency of Council), and make decisions concerning the amounts and timing of cash flows in order to adapt to changing circumstances and opportunities.

The figures in the Standard Cash Flow Statement are different to the figures in the Standard Income Statement as the Standard Income Statement is prepared on an accruals basis. This means that revenue is recognised when earned and expenses are recognised when incurred, regardless of when the cash is actually received or paid.

The Standard Cash Flow Statement reports cash flows during the year classified as operating, investing or financing activities. These are discussed below:
- Cash flows from operating activities – This relates to revenue-producing activities. It includes receipts from rates, user fees and charges, grants and subsidies, interest received, and other income. This is offset by payments for employee benefits, materials and services and other expenses.
- Cash flows from investing activities – This relates to transactions associated with the acquisition and disposal of long-term assets and other investments. It includes proceeds from the sale of assets, payments for the acquisition of assets and net cash movements in term deposits.
- Cash flows from financing activities – This relates to transactions associated with loans and borrowings and includes loan repayments and interest payments.

Standard Capital Works Statement

The Standard Capital Works Statement is a summary of the spending on capital works. It shows a breakdown of the spending by area including land, buildings, roads, drainage, street trees, parks, urban improvements, and plant and equipment. The Standard Capital Works Statement also splits the total capital works spending into renewal or new. Renewal spending refers to spending on existing assets through renewing, restoring, and replacing existing assets.

The Standard Capital Works Statement also provides a reconciliation of the movement in property, infrastructure, plant and equipment.

Financial Statements

The Financial Statements comprise the following:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Cash Flow Statement

The figures in the Comprehensive Income Statement, Balance Sheet and Cash Flow Statement are the same as the figures in the Standard Comprehensive Income Statement, Standard Balance Sheet and Standard Cash Flow Statement respectively. The main difference between the Financial Statements and the Standard Statement is that the Financial Statements compare the actual 2012/13 figures with that of prior year (2011/12), whereas the Standard Statements compare the actual 2012/13 figures with budget.

Another major difference between the Financial Statements and the Standard Statements is the Statement of Changes in Equity. The Statement of Changes in Equity shows the total comprehensive income for the year, which consists of the surplus (deficit) for the year and any other comprehensive income (asset revaluations), and transfers between accumulated surplus and other reserves. The Statement of Changes in Equity equates to the movement in net assets as shown in the Balance Sheet.

Notes To The Financial Statements

The Notes to the Financial Statements contain information in addition to that presented in the Financial Statements. It should be read together with other parts of the Financial Report to get a clear picture of Council's financial performance and financial position.

The Notes provide narrative descriptions or disaggregation of items presented in the Financial Statements. The Note references are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet and the Cash Flow Statement.

The Notes also provide an explanation of Council's significant accounting policies (see Note 1 of the Annual Financial Report). Where Council wishes to disclose other information relevant to reader's understanding that is not presented elsewhere in the Financial Statement, it is shown in the Notes.

Certification Of The Standard Statements and Financial Report

The Certification of the Standard Statement and the Certification of the Financial Report are made by the Principal Accounting Officer, the Chief Executive Officer and two Councillors on behalf of Council.

The certification by the Principal Accounting Officer is made by the person responsible for the preparation of the Standard Statements and Financial Report. It certifies that in their opinion, the reports have met all the statutory and professional reporting requirements.

The certification by the Chief Executive Officer and representative Councillors certifies that in their opinion, the Standard Statements and Financial Report are presented fairly and are not misleading or inaccurate.

Auditor-General's Independent Auditor's Report

The Auditor-General's Independent Auditor's Report provides the reader with a totally independent opinion on the Standard Statements and Financial Report. The opinion covers both the statutory and professional reporting requirements and also the fairness aspects of the reports.

STANDARD COMPREHENSIVE INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

	Budget $'000	Actual $'000	Variance $'000	Variance %	Ref
Income					
Rates	88,529	89,241	712	0.8	
User charges, fees and fines	43,654	43,559	(95)	(0.2)	
Grants and subsidies - recurrent	14,379	16,668	2,289	15.9	1
Interest income	2,596	2,769	173	6.7	
Other income	2,519	2,688	169	6.7	
Total income	151,677	154,925	3,248	2.1	
Expenses					
Employee costs	63,218	62,275	943	1.5	
Materials and services	51,402	51,815	(413)	(0.8)	
Depreciation	21,200	21,221	(21)	(0.1)	
Interest expense	927	471	456	49.2	2
Other expenses	6,197	6,217	(20)	(0.3)	
Share of net loss of associates	-	434	434	100.0	3
Total expenses	142,944	142,433	511	0.4	
Surplus/(deficit) for the year before capital items	8,733	12,492	3,759	43.0	
Grants and subsidies - non-recurrent	972	1,232	260	26.7	4
Contributions - monetary	-	105	105	100.0	5
Contributions - non-monetary	-	555	555	100.0	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	245	(954)	(1,199)	(489.4)	7
Surplus/(deficit) for the year	9,950	13,430	3,480	35.0	
Other comprehensive income					
Revaluation of property, infrastructure, plant and equipment	-	6,442	6,442	100.0	
Total comprehensive result	9,950	19,872	9,922	99.7	

Explanation of variances in the Standard Comprehensive Income Statement

1 Grants and subsidies - recurrent: Grants and subsidies - recurrent were higher than budget primarily due to $0.996m additional subsidies received by the Child Care Centres, $0.390m additional funding for Home and Community Care, $0.241m additional funding for Family Day Care due to an increase in utilisation, and $0.198m increase in funding provided by the Victoria Grants Commission.

2 Interest expense: Interest expense is favourable to budget due the deferral of the loan drawdown to partly fund the Aqualink Box Hill redevelopment, which was budgeted for July but occurred in September, and at a lower than budgeted interest rate.

3 Share of net loss of associates: The share of net loss of associates is not able to be reliably estimated when the Budget is being developed, and as such, no results were estimated in the Budget 2013/14. The share of net gain of associates recognises Council's share of the surpluses made by the Whitehorse Manningham Regional Library Corporation of $0.303m and Narre Warren User Group of $0.033m, and Council's $0.770m share of the loss made by Regional Landfill Clayton South.

4 Grants and subsidies - non-recurrent: This favourable variance primarily relates to $0.200m unbudgeted funding towards the Box Hill CCTV Installation project, $0.030m for solar hot water installations and $0.027m for safety nets behind the goal posts at Walker Park.

5 Contributions - monetary: This unbudgeted income includes $0.040m from Woodhouse Grove Kindergarten towards their refurbishment, as well as smaller contributions from other organisations and individuals towards the improvement of roads and drainage.

6 Contributions - non-monetary: Developer contributions in the form of land or infrastructure are not included in the Budget as they are typically one-off contributions dependent on development. During 2013/14, contributions of drainage were received and required to be recognised as income and a Council asset. Refer to the Annual Financial Report Note 5(b).

7 Net gain/(loss) on disposal of property, infrastructure, plant and equipment: This unfavourable variance was largely due to the demolition of the Aqualink Box Hill equipment store, machinery shed, temporary pool structures and outdoor swimming pool as part of the Aqualink Box Hill redevelopment.

STANDARD BALANCE SHEET
AS AT 30 JUNE 2014

	Budget $'000	Actual $'000	Variance $'000	Variance %	Ref
Assets					
Current assets					
Cash and cash equivalents	67,450	27,850	(39,600)	(58.7)	8
Financial assets	-	48,401	48,401	100.0	9
Trade and other receivables	7,543	9,590	2,047	27.1	10
Other assets	1,612	682	(930)	(57.7)	11
Total current assets	76,605	86,523	9,918	12.9	
Non-current assets					
Trade and other receivables	125	67	(58)	(46.4)	12
Investments in associates	6,669	6,594	(75)	(1.1)	
Property, infrastructure, plant and equipment	1,993,454	1,827,252	(166,202)	(8.3)	
Total non-current assets	2,000,248	1,833,913	(166,335)	(8.3)	
Total assets	2,076,853	1,920,436	(156,417)	(7.5)	
Liabilities					
Current liabilities					
Trade and other payables	21,716	20,137	1,579	7.3	
Interest bearing loans and borrowings	865	7,631	(6,766)	(782.2)	13
Provisions	12,698	12,777	(79)	(0.6)	
Total current liabilities	35,279	40,545	(5,266)	(14.9)	
Non-current liabilities					
Interest bearing loans and borrowings	12,440	6,178	6,262	50.3	13
Provisions	789	1,644	(855)	(108.4)	14
Total non-current liabilities	13,229	7,822	5,407	40.9	
Total liabilities	48,508	48,367	141	0.3	
Net assets	2,028,345	1,872,069	(156,276)	(7.7)	
Equity					
Accumulated surplus	686,108	682,686	(3,422)	(0.5)	
Asset revaluation reserve	1,303,462	1,136,722	(166,740)	(12.8)	15
Other reserves	38,775	52,661	13,886	35.8	
Total equity	2,028,345	1,872,069	(156,276)	(7.7)	

Explanation of variances in the Standard Balance Sheet

8 Cash and cash equivalents: Cash and cash equivalents were lower than budget mainly due to fixed term deposit investments with a maturity date of greater than three months being disclosed under financial assets as required under AASB 107. Total cash and financial assets are budgeted for as cash and cash equivalents due to the uncertainty over the maturity profile of investments that will be held at the end of the year. Overall, cash and financial assets are $8.801m higher than was budgeted largely due to the improvement in the surplus before capital items compared to budget as explained in the notes to the Standard Income Statement.

9 Financial Assets (current): This is due to accounting disclosures required under AASB 107 where all cash investments with a maturity greater the three months are to be classified as financial assets. Furthermore, investments are required to be disclosed as 'Current' and 'Non Current' according to their maturity at balance date.

10 Trade and other receivables (current): Trade and other receivables (current) were higher than budget mainly due to higher than expected rates and fire services property levy outstanding balances, the pensioner concession to be paid by the state government and Community Aged Care Packages income outstanding from the Federal Government.

11 Other assets (current): Other current assets are lower than budget primarily reflecting lower prepayments than budgeted.

12 Trade and other receivables (non-current): Trade and other receivables (non-current) were lower than budget mainly as a result of a higher amount of loans and advances being repaid during the year. Refer to the Annual Financial Report Note 16.

13 Interest bearing loans and borrowings: The variances in the current and non-current lines are primarily due to $7.300m of borrowings being held as a current loan at balance date which was assumed to be non-current in the Budget.

14 Provisions (non-current): The increase in non-current employee provisions reflects an increase in Council's long service leave liability relating to employees with less than seven years of service and is largely due to an increase in staff numbers upon the return of full operations at Aqualink Box Hill after completion of the major redevelopment in December 2013.

15 Asset revaluation reserve: The budget assumed a larger increase in the asset values upon revaluation compared to the actual increment in roads and drainage. Refer to the Annual Financial Report Note 19(b) Infrastructure.

STANDARD CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

	Budget $'000	Actual $'000	Variance $'000	Variance %	Ref
Cash flows from operating activities					
Rates	88,529	88,876	347	0.4	
User charges, fees and fines	43,654	45,185	1,531	3.5	
Grants and subsidies - recurrent	14,379	17,374	2,995	20.8	16
Interest received	2,596	2,769	173	6.7	
Other income	2,519	2,802	283	11.2	17
Net GST refund	-	5,864	5,864	100.0	18
Employee costs	(62,629)	(62,664)	(35)	(0.1)	
Materials and services	(50,788)	(61,876)	(11,088)	(21.8)	
Other expenses	(6,197)	(6,819)	(622)	(10.0)	19
Net cash from operating activities	32,063	31,511	(552)	(1.7)	
Cash flows from investing activities					
Repayment of loans and advances	6	3	(3)	(50.0)	
Proceeds from sale of property, infrastructure, plant and equipment	4,265	1,361	(2,904)	(68.1)	20
Acquisition of property, infrastructure, plant and equipment	(37,984)	(37,427)	557	1.5	
Capital contributions	972	1,393	421	43.3	21
(Purchases)/sales of financial assets	-	(16,298)	(16,298)	(100.0)	22
Net cash used in investing activities	(32,741)	(50,968)	(18,227)	(55.7)	
Cash flows from financing activities					
Proceeds from borrowing	12,300	12,300	-	-	
Repayment of loans and borrowings - including interest	(1,732)	(303)	1,429	82.5	23
Net cash used in financing activities	10,568	11,526	958	9.1	
Net increase/(decrease) in cash and cash equivalents	9,890	(7,931)	(17,821)	180.2	
Cash and cash equivalents at 1 July 2013	57,560	35,781	(21,779)	(37.8)	
Cash and cash equivalents at 30 June	67,450	27,850	(39,600)	(58.7)	24

* Budgeted figures are exclusive of GST, actual figures are inclusive of GST

Explanation of variances in the Standard Cash Flow Statement

16 Grants and subsidies - recurrent: Grants and subsidies - recurrent were higher than budget primarily due to $0.996m additional subsidies received by the Child Care Centres, $0.390m additional funding for Home and Community Care, $0.241m additional funding for Family Day Care due to an increase in utilisation, and $0.198m increase in funding provided by the Victoria Grants Commission.

17 Other income: Other income was favourable to budget mainly reflecting $0.269m costs recovered from VicRoads relating to the Springvale Road grade separation. This was partly offset by $0.134m decrease in recycling income.

18 Net GST refund: Council's budget is calculated exclusive of GST with the actual results inclusive of GST.

19 Other expenses: Other expenses are budgeted exclusive of GST with the actual results inclusive of GST.

20 Proceeds from sale of property, infrastructure, plant and equipment: This was lower than budget as a result of there being no strategic asset sales during the year.

21 Capital contributions: This favourable variance primarily relates to $0.200m unbudgeted funding towards the Box Hill CCTV Installation project, a $0.040m contribution from Woodhouse Grove Kindergarten towards their refurbishment, $0.039m for solar hot water installations and $0.027m for safety nets behind the goal posts at Walker Park.

22 (Purchases)/sales of financial assets: This is due to the accounting classification required under AASB 107(b) where Financial Asset transactions are to be disclosed in 'cashflows from investing activities'. These transactions are disclosed on a net basis.

23 Repayment of loans and borrowings - including interest: Budgeted figure includes principal and interest repayments while actual loan was borrowed on interest only terms.

24 Cash and cash equivalents: Cash and cash equivalents were lower than budget mainly due to fixed term deposit investments with a maturity date of greater than three months being disclosed under financial assets as required under AASB 107. Total cash and financial assets are budgeted for as cash and cash equivalents due to the uncertainty over the maturity profile of investments that will be held at the end of the year. Overall, cash and financial assets are $8.801m higher than was budgeted largely due to the improvement in surplus over budget as explained in the notes to the Standard Comprehensive Statement.

STANDARD CAPITAL WORKS STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

	Budget $'000	Actual $'000	Variance $'000	Variance %	Ref
Capital works area					
Buildings	18,072	18,019	53	0.3	
Roads	6,901	7,111	(210)	(3.0)	
Drainage	1,575	1,648	(73)	(4.6)	
Street trees	300	281	19	6.3	
Parks	3,366	3,834	(468)	(13.9)	25
Urban improvements	1,637	916	721	44.0	26
Plant and equipment	6,133	5,681	452	7.4	
Total capital works	37,984	37,490	494	1.3	
Represented by:					
Asset renewal	25,440	27,380	(1,940)	(7.6)	
New assets	12,544	10,110	2,434	19.4	27
Total capital works	37,984	37,490	494	1.3	

Reconciliation of net movement in property, infrastructure, plant and equipment

	Budget $'000	Actual $'000	Variance $'000	Variance %	Ref
Total capital works	37,984	37,490	494	1.3	
Carry forward capital projects	-	1	(1)	-	
Developers contributions	-	555	555	100.0	28
Disposals	(4,020)	(2,315)	1,705	42.4	29
Depreciation	(21,200)	(21,221)	(21)	(0.1)	
Non-capital items expensed	-	(68)	(68)	(100.0)	
Revaluations	37,965	6,442	(31,523)	(83.0)	30
Net movement in property, infrastructure, plant and equipment	50,729	20,884	(29,845)	(58.8)	

Explanation of variances in the Standard Capital Works Statement

25 Parks: Includes additional expenditure relating to completing works in progress from 2012/13 for Surrey Dive Embankment landscaping works and Billabong Park safety fence installation.

26 Urban improvements: Favourable variance primarily relates to reclassification of budgeted Box Hill Central Activities Area works to roads.

27 New assets: This variance is due to the Street Lighting Energy Efficient Changeover project being expensed rather than capitalised in accordance with Statement of Accounting Concepts (SAC 4).

28 Developers contributions: Developer contributions in the form of land or infrastructure are not included in the Budget as they are typically one-off in nature and dependent on development. During 2013/14, contributions of land (public open space) and drainage were received and required to be recognised as income and a fixed asset. Refer to the Annual Financial Report Note 5(b).

29 Disposals: Disposals were lower than budget mainly as a result of the demolition of the Aqualink Box Hill equipment store, machinery shed, temporary pool structures and outdoor pool as part of the Aqualink Box Hill redevelopment.

30 Revaluations: The budget assumed a larger increase in the asset values upon revaluation compared to the actual increment in roads and drainage. Refer to the Annual Financial Report Note 19(b) Infrastructure.

NOTES TO THE STANDARD STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2014

NOTE 1 Basis of preparation of the Standard Statements

Whitehorse City Council is required to prepare and include audited Standard Statements within its Annual Report. Four statements are required this year being the Standard Comprehensive Income Statement, Standard Balance Sheet, Standard Cash Flow Statement and Standard Capital Works Statement, together with explanatory notes.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the *Local Government Act (1989)* and the *Local Government (Finance and Reporting) Regulations (2004)*.

The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Statements and the Budget. The results reported in these statements are consistent with those reported in the General Purpose Financial Statements.

The Standard Statements are not a substitute for the General Purpose Financial Statements, which are included in the Annual Report. They have not been prepared in accordance with all Australian Accounting Standards or other authoritative professional pronouncements.

The Standard Statements compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government Act (1989)* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures included in the Standard Statements are those adopted by Council on 25 June 2013. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this Budget in order to meet Council's business plan and financial performance targets for both the short and long-term. The Budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

Detailed information on the actual financial results are contained in the General Purpose Financial Statements. The detailed Budget can be obtained by contacting Council. The Standard Statements must be read with reference to this document.

Standard Comprehensive Income Statement

The Standard Income Statement shows the financial performance of Council during the year. It shows total revenue, total expenses, the underlying result before non-recurring items, and the surplus (deficit) for the year after non-recurring items. The Standard Comprehensive Income Statement also shows other comprehensive income for the year, which are transactions recorded directly in equity.

Standard Balance Sheet

The Standard Balance Sheet is a snapshot of Council's financial position at the end of the financial year. It shows what Council owns as assets and what it owes as liabilities. Assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. Net assets is calculated as total assets less total liabilities and represents the net worth of Council, which has been built up over many years. Net assets equals total equity.

Standard Cash Flow Statement

The Standard Cash Flow Statement shows Council's cash inflows and cash outflows for the year. It shows the movement in cash and cash equivalents, which comprise cash at bank, cash on hand and cash held in term deposits. Council uses the Standard Cash Flow Statement in conjunction with the rest of the Standard Statements to evaluate changes in net assets, analyse the financial structure (including the liquidity and solvency of Council), and make decisions concerning the amounts and timing of cash flows in order to adapt to changing circumstances and opportunities.

Standard Capital Works Statement

The Standard Capital Works Statement is a summary of the spending on capital works. It shows a breakdown of the spending by area including land, buildings, roads, drainage, street trees, parks, urban improvements, and plant and equipment. The Standard Capital Works Statement also splits the total capital works spending into renewal or new. Renewal spending refers to spending on existing assets through renewing, restoring, and replacing existing assets.

The Standard Capital Works Statement also provides a reconciliation of the movement in property, infrastructure, plant and equipment.

CERTIFICATION OF THE STANDARD STATEMENTS

In my opinion, the Standard Statements of Whitehorse City Council for the year ended 30 June 2014 have been prepared on accounting bases consistent with the Financial Statements and in accordance with the *Local Government Act (1989)* and the *Local Government (Finance and Reporting) Regulations (2004)*.

Principal Accounting Officer
Marc Giglio FCPA

Dated: 25/8/14
Nunawading

In our opinion, the Standard Statements of Whitehorse City Council for the year ended 30 June 2014 have been prepared on accounting bases consistent with the Financial Statements and in accordance with the *Local Government Act (1989)* and the *Local Government (Finance and Reporting) Regulations (2004)*.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the Standard Statements to be misleading or inaccurate.

We were authorised by Council on 18 August 2014 to certify the Standard Statement in their final form.

Councillor
Andrew Davenport AWDavenport

Dated: 25/8/2014
Nunawading

Councillor
Ben Stennett

Dated: 25/08/14
Nunawading

Chief Executive Officer
Noelene Duff Noelene Duff

Dated: 25/8/14
Nunawading

COMPREHENSIVE INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

		2014 $'000	2013 $'000
Income			
Rates	2	89,241	85,216
User charges, fees and fines	3	43,559	38,914
Grants and subsidies - operating (recurrent)	4(a)	16,668	16,888
Interest income	6	2,769	3,628
Other income	7	2,688	2,982
Total Income		154,925	147,628
Expenses			
Employee costs	8	62,275	57,239
Materials and services	9	51,815	49,748
Depreciation	10	21,221	20,200
Interest expense	11	471	167
Other expenses	12	6,217	8,374
Share of net (gain)/loss of associates	14	434	(360)
Total expenses		142,433	135,368
Surplus/(deficit) for the year before capital items		12,492	12,260
Grants and subsidies - capital (non-recurrent)	4(b)	1,232	1,568
Capital contributions - cash	5(a)	105	41
Capital contributions - non-monetary assets	5(b)	555	3,582
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	13	(954)	1,432
Surplus/(deficit) for the year		13,430	18,883
Other comprehensive income			
Net asset revaluation increment/(decrement)	19	6,442	(98,358)
Total comprehensive result		19,872	(79,475)

The Comprehensive Income Statement should be read with the accompanying notes.

BALANCE SHEET
AS AT 30 JUNE 2014

		2014 $'000	2013 $'000
Assets			
Current assets			
Cash and cash equivalents	15(a)	27,850	35,781
Financial assets	15(b)	48,401	15,703
Trade and other receivables	16	9,590	8,773
Other current assets	17	682	557
Total current assets		86,523	60,814
Non-current assets			
Financial assets	15(b)	-	16,400
Trade and other receivables	16	67	83
Investments in associates	18	6,594	7,029
Property, infrastructure, plant and equipment	19	1,827,252	1,806,432
Total non-current assets		1,833,913	1,829,944
Total assets		1,920,436	1,890,758
Liabilities			
Current liabilities			
Trade and other payables	20	14,382	18,078
Trust funds and deposits	21	5,755	5,362
Interest bearing loans and borrowings	22	7,631	304
Employee provisions	23	12,777	11,651
Total current liabilities		40,545	35,395
Non-current liabilities			
Interest bearing loans and borrowings	22	6,178	1,508
Employee provisions	23	1,644	1,658
Total non-current liabilities		7,822	3,166
Total liabilities		48,367	38,561
Net assets		1,872,069	1,852,197
Equity			
Accumulated surplus	24(a)	682,686	687,014
Asset revaluation reserve	24(b)	1,136,722	1,130,280
Other reserves	24(c)	52,661	34,903
Total equity		1,872,069	1,852,197

The Balance Sheet should be read with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2014

2014	Note	Accumulated surplus $'000	Asset revaluation reserve $'000	Other reserves $'000	Total $'000
Balance at beginning of the financial year		687,014	1,130,280	34,903	1,852,197
Total comprehensive income for the year:					
Surplus for the year	24	13,430	-	-	13,430
Revaluation of property, infrastructure, plant and equipment	24	-	6,442	-	6,442
Transfers in	24	810	-	18,568	19,378
Transfers out	24	(18,568)	-	(810)	(19,378)
Balance at end of the financial year		682,686	1,136,722	52,661	1,872,069

2013	Note	Accumulated surplus $'000	Asset revaluation reserve $'000	Other reserves $'000	Total $'000
Balance at beginning of the financial year		651,522	1,228,638	51,512	1,931,672
Total comprehensive income for the year:					
Surplus for the year	24	18,883	-	-	18,883
Revaluation of property, infrastructure, plant and equipment	24	-	(98,358)	-	(98,358)
Transfers in	24	29,145	-	12,536	41,681
Transfers out	24	(12,536)	-	(29,145)	(41,681)
Balance at end of the financial year		687,014	1,130,280	34,903	1,852,197

The Statement of Changes in Equity should be read with the accompanying notes.

CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

		2014 $'000	2013 $'000
Cash flows from operating activities			
Rates		88,876	84,935
User charges, fees and fines		45,185	39,471
Grants and subsidies		17,374	17,596
Interest received		2,769	3,766
Other income		2,802	3,107
Net GST refund		5,864	6,548
Employee costs		(62,664)	(68,933)
Materials and services		(61,876)	(51,522)
Other expenses		(6,819)	(9,146)
Net cash from operating activities	25	31,511	25,822
Cash flows from investing activities			
Repayment of loans and advances from community organisations		3	2
Proceeds from sale of property, infrastructure, plant and equipment		1,361	5,394
Acquisition of property, infrastructure, plant and equipment		(37,427)	(49,046)
Capital contributions		1,393	1,719
(Purchases)/sales of financial assets		(16,298)	(8,582)
Net cash used in investing activities		(50,968)	(50,513)
Cash flows from financing activities			
Proceeds from borrowings		12,300	-
Repayment of interest bearing loans and borrowings		(303)	(280)
Interest paid		(471)	(167)
Net cash used in financing activities		11,526	(447)
Net increase (decrease) in cash and cash equivalents		(7,931)	(25,138)
Cash and cash equivalents at beginning of the financial year		35,781	60,919
Cash and cash equivalents at end of the financial year	15	27,850	35,781

The Cash Flow Statement should be read with the accompanying notes.

INTRODUCTION

The Whitehorse City Council was established by an Order of Governor in Council on 15th December 1994 and is a body corporate.

Council's main office is located at 379-397 Whitehorse Road, Nunawading VIC 3131

The purpose of Council is to:
- provide for the peace, order and good government of its municipal district;
- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
- to improve the overall quality of life of people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges; and
- to ensure transparency and accountability in Council decision making.

External Auditor - Auditor-General of Victoria
Internal Auditor - PricewaterhouseCoopers
Solicitors - Macquarie Lawyers & Strategist, Maddocks, Norton Rose Australia, Russell Kennedy, Hoey's Lawyers Pty Ltd, Macpherson & Kelley Lawyers, Feigl & Newell Pty Ltd, HWL Ebsworth Lawyers and DLA Piper Australia.
Bankers - National Australia Bank
Website address - www.whitehorse.vic.gov.au

These financial statements are general purpose financial statements that consist of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements. The general purpose financial statements comply with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act (1989)*, and the *Local Government (Finance and Reporting) Regulations (2004)*.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of accounting

This Financial Report has been prepared on an accrual and going concern basis.

This Financial Report has been prepared under the historical cost convention, except where specifically stated in Notes 1(e), 1(g), 1(h), 1(i), 1(j), and 1(n).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(b) Change in accounting policies

AASB 13 Fair Value Measurement

Council has applied AASB 13 for the first time in the current year. AASB 13 establishes a single source of guidance for fair value measurements. The fair value measurement requirements of AASB 13 apply to both financial instrument items and non-financial instrument items for which other Australian International Financial Reporting Standards require or permit fair value measurements and disclosures about fair value measurements, except for share-based payment transactions that are within the scope of AASB 2 *Share-based Payment*, leasing transactions that are within the scope of AASB 17 *Leases*, and measurements that have some similarities to fair value but not fair value (e.g. net realisable value for the purposes of measuring inventories or value in use for impairment assessment purposes).

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique. Also, AASB 13 includes extensive disclosure requirements.

AASB 13 requires prospective application from 1 January 2013. In addition, specific transitional provisions were given to entities such that they need not apply the disclosure requirements set out in the Standard in comparative information provided for periods before the initial application of the Standard. In accordance with these transitional provisions, Council has not made any new disclosures required by AASB 13 for the 2013 comparative period (please see note 19 disclosures).

Other than the additional disclosures, the application of AASB 13 has not had any material impact on the amounts recognised in the financial statements.

AASB 119 Employee Benefits

In the current year, Council has applied AASB 119 *Employee Benefits* (as revised in 2011) and the related consequential amendments for the first time. AASB 119 changes the definition of short-term employee benefits. These were previously benefits that were due to be settled within twelve months after the end of the reporting period in which the employees render the related service, however, short-term employee benefits are now defined as benefits expected to be settled wholly before twelve months after the end of the reporting period in which the employees render the related service. As a result, accrued annual leave balances which were previously classified by Council as short-term benefits no longer meet this definition and are now classified as long-term benefits. This has resulted in a change of measurement for that portion of annual leave provision from an undiscounted to discounted basis.

This change in classification has not materially altered Council's measurement of the annual leave provision.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Revenue recognition

Rates

Rates are recognised as revenue when Council obtains control over the assets comprising these receipts. Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for doubtful debts on rates has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

User charges, fees and fines

User charges, fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for doubtful debts is recognised when collection in full is no longer probable.

Grants and subsidies

Grants and subsidies are recognised as revenue when Council obtains control over the assets comprising these receipts. Control over grants and subsidies is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant or subsidy has been secured, and are valued at their fair value at the date of transfer.

Where grants or subsidies recognised as revenue during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or subsidy is disclosed in Note 4. The note also discloses the amount of unused grants or subsidies from prior years that were expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

Contributions

Contributions (including developer contributions) are recognised as revenue when Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to Council and the amount of the contribution can be measured reliably.

Interest income

Interest is recognised progressively as it is earned.

Other income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

(d) Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(e) Cash and financial assets

Cash and cash equivalents include cash at bank and on hand, deposits at call, and other liquid investments with original maturities of 3 months or less.

Bank overdrafts that are repayable on demand and form an integral part of Council's cash management are included as a component of cash and cash equivalents for the purpose of the Cash Flow Statement.

Financial assets are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(f) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method.

A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred.

(g) Investments in associates

Council's investment in associates is accounted for by the equity method as Council has the ability to influence rather than control the operations of the entities. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entities. Council's share of the financial result of the entities is recognised in the Comprehensive Income Statement.

(h) Property, infrastructure, plant and equipment

Acquisitions

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

The following classes of assets have been recognised in Note 19. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(h) Property, infrastructure, plant and equipment (continued)

Acquisitions (continued)

Asset class	Amount
Land	Nil
Buildings	Nil
Road substructure	$5,000
Road seal	$5,000
Footpaths	$5,000
Kerb and channel	$5,000
Other road assets	$5,000
Drainage	$5,000
Land improvements	$1,000
Plant and machinery	$200
Equipment, furniture and fittings	$200
Other structures	$1,000
Art collection	Nil

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets (including land, buildings, roads and drainage), other than plant and equipment, other structures, land improvements and art collection, are measured at fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets within land, buildings, roads and drainage to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. More details about the valuation techniques and inputs used in determining the fair value of non-financial physical assets are discussed in Note 19 Property, Infrastructure, Plant and Equipment.

In addition, Council undertakes a formal revaluation of land, buildings, roads and drainage assets on a regular basis ranging from two to three years. The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(h) Property, infrastructure, plant and equipment (continued)

Land under roads

Land under roads acquired after 30 June 2008 is brought to account using the fair value basis. Council does not recognise land under roads that is controlled prior to that period in its Financial Report.

Depreciation

Buildings, infrastructure, plant and equipment, and other assets having limited useful lives are systematically depreciated over their useful lives in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

The range of depreciation rates used for each class of asset are listed in the table below and are consistent with the prior year unless otherwise stated. Land and various pieces of art work are not depreciated.

	2014	
Asset class	**Rate**	**Years**
Buildings	1.00%-3.00%	33 - 100 years
Roads	0.67%-10.00%	10 - 150 years
Drainage	1.00%-2.00%	50 - 100 years
Land improvements	0.00%-20.00%	0 - 50 years
Plant and machinery	5.00%-50.00%	2 - 20 years
Equipment, furniture and fittings	5.00%-35.00%	3 - 20 years
Other structures	2.00%-50.00%	2 - 50 years
Art collection	0.00%-1.00%	0 - 100 years

Sale of property, infrastructure, plant and equipment

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(i) Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(j) Employee costs

The calculation of employee benefits includes all relevant on-costs and are calculated as follows at reporting date:

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.
Current Liability - unconditional LSL representing 7 years is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :
- present value - component that is not expected to be settled within 12 months.
- nominal value - component that is expected to be settled within 12 months.

Non-current liability - conditional LSL representing less than 7 years is disclosed as a non - current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value. Gain or loss following revaluation of the present value of non-current LSL liability due to changes in bond interest rates is recognised as an other economic flow.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The Council recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance sheet date are discounted to present value.

Employee benefits on-costs

Employee benefits on-costs (payroll tax, workers compensation, superannuation, annual leave and long service leave accrued while on LSL taken in service) are recognised separately from provision for employee benefits.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(l) Operating leases

Lease payments for operating leases are recognised on a straight line basis over the term of the lease.

(m) Goods and services tax (GST)

Revenues, expenses, and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables are stated with the amount of GST included.

Cash flows are presented in the Cash Flow Statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(n) Financial guarantees

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with *AASB 137 Provisions, Contingent Liabilities and Contingent Assets* and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

(o) Financial assets

Financial assets are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(p) Investments

Investments other than investments in associates are measured at cost.

(q) Tender deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(r) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being the Council's operational cycle, or if the Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

(s) Agreements equally proportionately unperformed

The Council does not recognise assets and liabilities arising from agreements that are equally proportionately unperformed in the balance sheet. Such agreements are recognised on an 'as incurred' basis.

(t) Rounding

Unless otherwise stated, amounts in the Financial Report have been rounded to the nearest thousand dollars. Figures in the financial statements may not equate due to rounding.

(u) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet but are disclosed by way of note and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(v) New standards and interpretations not yet adopted

The following standards, amendments to standards and interpretations have been identified as those which may impact the council but are not yet effective. They have not been adopted in preparation of the financial statements at reporting date.

Pronouncement	Summary	Application Date	Impact/Action
AASB 9 Financial Instruments	AASB 9 standard is one of a series of amendments that are expected to eventually completely replace AASB 139. During 2010-11, the standard will be expanded to include new rules on measurement of financial liabilities and hedge accounting. Currently the existing provisions of AASB 139 will continue to apply in these areas. AASB 9 simplifies the classifications of financial assets into those to be carried at amortised cost and those to be carried at fair value – the 'available for sale' and 'held-to-maturity' categories no longer exists. AASB 9 also simplifies requirements for embedded derivatives and removes the tainting rules associated with held-to-maturity assets. The new categories of financial assets are: Amortised cost – those assets with 'basic' loan features. Fair value through other comprehensive income - this treatment is optional for equity instruments not held for trading (this choice is made at initial recognition and is irrevocable). Fair Value through Profit and Loss - everything that does not fall into the above two categories. The following changes also apply: Investments in unquoted equity instruments must be measured at fair value. However, cost may be the appropriate measure of fair value where there is insufficient more recent information available to determine a fair value. There is no longer any requirement to consider whether 'significant or prolonged' decline in the value of financial assets has occurred. The only impairment testing will be on those assets held at amortised cost, and all impairments will be eligible for reversal. Similarly, all movements in the fair value of a financial asset now go to the income statement, or, for equity instruments not held for trading, other comprehensive income. There is no longer any requirement to book decrements through the income statement, and increments through equity.	1-Jul-15	The impact is not likely to be extensive in the local government sector. Although it will vary considerably between entities. While the rules are less complex than those of AASB 139, the option to show equity instruments at cost has been largely removed, which is likely to lead to greater volatility within the income statement. However it may also lead to an improved financial position for some entities. This will also create a requirement to measure some instruments annually that has not previously existed.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(v) New standards and interpretations not yet adopted (continued)

Pronouncement	Summary	Application Date	Impact/Action
AASB 10 *Consolidated Financial Statements*	This Standard forms the basis for determining which entities should be consolidated into an entity's financial statements. AASB 10 defines 'control' as requiring exposure or rights to variable returns and the ability to affect those returns through power over an investee, which may broaden the concept of control for public sector entities. The AASB has issued an exposure draft ED 238 Consolidated Financial Statements – Australian Implementation Guidance for Not-for-Profit Entities that explains and illustrates how the principles in the Standard apply from the perspective of not-for-profit entities in the private and public sectors. This Standard forms the basis for determining which entities should be consolidated into an entity's financial statements. AASB 10 defines 'control' as requiring exposure or rights to variable returns and the ability to affect those returns through power over an investee, which may broaden the concept of control for public sector entities. The AASB has issued an exposure draft ED 238 *Consolidated Financial Statements – Australian Implementation Guidance for Not-for-Profit Entities* that explains and illustrates how the principles in the Standard apply from the perspective of not-for-profit entities in the private and public sectors.	1-Jul-14	The AASB have finalised deliberations on ED 238 and any modifications made to AASB 10 for not-for-profit entities, Council will need to re-assess the nature of its relationships with other entities, including those that are currently not consolidated.
AASB 11 *Joint Arrangements*	This Standard deals with the concept of joint control, and sets out a new principles-based approach for determining the type of joint arrangement that exists and the corresponding accounting treatment. The new categories of joint arrangements under AASB 11 are more aligned to the actual rights and obligations of the parties to the arrangement.	1-Jul-14	The AASB have finalised deliberations and any modifications made to AASB 11 for not-for-profit entities, Council will need to assess the nature of arrangements with other entities in determining whether a joint arrangement exists in light of AASB 11.
AASB 12 *Disclosure of Interests in Other Entities*	This Standard requires disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on the financial statements. This Standard replaces the disclosure requirements in AASB 127 *Separate Financial Statements* and AASB 131 *Interests in Joint Ventures*.	1-Jul-14	Impacts on the level and nature of the disclosures will be assessed based on the eventual implications arising from AASB 10, AASB 11 and AASB 128 *Investments in Associates and Joint Ventures*.
AASB 127 *Separate Financial Statements*	This revised Standard prescribes the accounting and disclosure requirements for investments in subsidiaries, joint ventures and associates when an entity prepares separate financial statements.	1-Jul-14	The impact of this standard will need to be assessed in line with the final deliberations by the AASB on the application of this standard to not for profit entities.

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(v) New standards and interpretations not yet adopted (continued)

Pronouncement	Summary	Application Date	Impact/Action
AASB 128 *Investments in Associates and Joint Ventures*	This revised Standard sets out the requirements for the application of the equity method when accounting for investments in associates and joint ventures.	1-Jul-14	The impact of this standard will need to be assessed in line with the final deliberations by the AASB on the application of this standard to not for profit entities.
AASB 1053 *Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounts Standard arising from Reduced Disclosure Requirements*	These standards set out the tiers of financial reporting and the reduced disclosure framework.	1-Jul-14	Council has yet to determine the impact of this standard

NOTE 2 RATES

Council uses Capital Improved Value (CIV), representing the value of land and buildings, as the basis of valuation of all properties within the municipal district.

The valuation base used to calculate general rates for 2013/14 was:

General rate	43,616,239,001	(2012/13: $43,227,431,001)
Recreational rate	66,081,000	(2012/13: $63,735,000)

The 2013/14 rate in the dollar of general rate assessments was 0.20471 cents of each dollar of CIV (2012/13: 0.19752 cents).

The total quantum of 'in-lieu of rates' levied on recreational assessments was $41,141 in 2013/14 (2012/13: $37,767).

The date of the latest general revaluation of land for rating purposes within the municipal district was conducted on 1 January 2014, and the valuation will be applied in the rating year commencing 1 July 2014.

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2012, and the valuation was first applied in the rating year commencing 1 July 2012.

	2014 $'000	2013 $'000
Residential	78,758	75,295
Commercial	7,313	6,770
Industrial	2,448	2,590
Supplementary	722	561
Total rates	89,241	85,216

NOTE 3 USER CHARGES, FEES AND FINES

	2014 $'000	2013 $'000
Arts and Culture	2,140	2,085
Compliance	5,913	5,486
Health and Family Services	5,630	5,603
Home and Community Care	2,825	2,670
Parks, Recreation and Active Leisure Centres	8,784	7,406
Planning and Building	5,881	4,215
Waste and Recycling Services	11,107	9,868
Other fees and charges	1,279	1,581
Total user charges, fees and fines	43,559	38,914

NOTE 4 GRANTS AND SUBSIDIES

Grants were received in respect of the following

	2014 $'000	2013 $'000
Federal	4,878	3,744
State	12,996	14,712
Other	26	-
Total grants and subsidies	17,900	18,456
(a) Recurrent		
Arts and Culture	10	10
Business Development	56	27
Child Care Centres	2,631	2,241
City Development	85	16
Community Development	244	238
Environmental Health	181	165
Family Day Care	886	747
Family, Youth and Children	302	187
Home and Community Care	8,762	8,137
Infrastructure	66	31
Maternal and Child Health	988	934
Occupational Health and Safety	22	-
Parks, Recreation and Active Leisure Centres	22	25
School Crossing Subsidies	296	258
Victoria Grants Commission - local roads	436	784
Victoria Grants Commission - general assistance	1,681	3,088
Total grants and subsidies - recurrent	16,668	16,888
(b) Non-recurrent		
City Development	619	424
Child Care Centres	-	300
Infrastructure	54	-
Parks, Recreation and Active Leisure Centres	559	844
Total grants and subsidies - non-recurrent	1,232	1,568
Total grants and subsidies	17,900	18,456

Conditions on grants

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

	2014 $'000	2013 $'000
Home and Community Care	-	110
	-	110

NOTE 4 GRANTS AND SUBSIDIES (CONTINUED)

Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:

	2014 $'000	2013 $'000
City Development	-	95
Home and Community Care	110	-
	110	95
Net increase/(decrease) in restricted assets resulting from grant revenues for the year	(110)	15

NOTE 5 CAPITAL CONTRIBUTIONS

	2014 $'000	2013 $'000
(a) Cash		
Resident/user/other contributions	101	41
Contributions from sporting clubs	4	-
Total contributions - cash	105	41
(b) Non-monetary		
Developers contributions - public open space	176	1,165
Developers contributions - drainage	379	789
Recognition of previously unrecognised assets	-	1,628
Total contributions - non-monetary	555	3,582

NOTE 6 INTEREST INCOME

	2014 $'000	2013 $'000
Interest earned from cash and cash equivalents	2,571	3,292
Interest earned from rates	198	336
Total interest income	2,769	3,628

NOTE 7 OTHER INCOME

	2014 $'000	2013 $'000
Utilities recovered	56	56
Cost recovery income	380	403
Recycling income	1,500	1,388
Other income	752	1,135
Total other income	2,688	2,982

NOTE 8 EMPLOYEE COSTS

	2014 $'000	2013 $'000
Wages and salaries	55,639	51,425
Superannuation	4,124	3,968
Defined Benefits Scheme Fund - unfunded liability call*	-	(607)
Fringe benefits tax	784	621
Staff development	945	986
Workcover	783	846
Total employee costs expense	62,275	57,239

* On 31 July 2012 Council was advised that it was required to make an additional contribution to the Vision Super Defined Benefit Scheme Fund to meet the funding shortfall of $10.386m as determined by the funds actuarial investigation completed in late 2011. The funding shortfall liability relates to Whitehorse City Council staff who are in the Vision Super Defined Benefits Scheme Fund. A payment of $9.779m was paid in August 2012 in order to receive an early payment discount of $0.607m. Refer to Note 23 for more details.

NOTE 9 MATERIALS AND SERVICES

	2014 $'000	2013 $'000
Contracts and services	17,648	16,130
Council election	-	367
Fuel and oil	940	879
Insurance	1,216	1,140
Legal expenses	1,155	1,390
Materials and supplies	2,518	2,359
Public lighting	1,384	1,451
Repairs and maintenance	3,506	3,259
Street sweeping	806	781
Utilities	2,634	2,545
Waste and recycling	15,454	14,821
Other materials and services	4,554	4,626
Total materials and services	51,815	49,748

NOTE 10 DEPRECIATION

	2014 $'000	2013 $'000
Buildings	5,633	4,669
Roads	5,521	5,563
Drainage	2,186	2,161
Land improvements	2,119	2,344
Plant and machinery	1,793	1,652
Equipment, furniture and fittings	2,917	2,921
Other structures	1,024	862
Art collection	28	28
Total depreciation	21,221	20,200

NOTE 11 INTEREST EXPENSE

	2014 $'000	2013 $'000
Interest on loans and borrowings	471	167
Total interest expense	471	167

NOTE 12 OTHER EXPENSES

	2014 $'000	2013 $'000
Bad and doubtful debts	104	1
Community grants	799	787
External audit fees	62	60
Internal audit fees	134	167
Lease rentals	70	233
Library contributions	4,384	4,375
Fire Services Property levy	186	-
Metropolitan Fire Brigade levy	-	2,333
Other expenses	478	418
Total other expenses	6,217	8,374

NOTE 13 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

	2014 $'000	2013 $'000
Land and buildings		
Net proceeds from disposal of assets	239	4,141
Written down value of assets disposed	(935)	(2,704)
Net gain/(loss) on disposal of land and buildings	(696)	1,437
Plant, machinery and equipment		
Net proceeds from disposal of assets	1,122	1,253
Written down value of assets disposed	(1,380)	(1,258)
Net gain/(loss) on disposal of plant, machinery and equipment	(258)	(5)
Total		
Net proceeds from disposal of assets	1,361	5,394
Written down value of assets disposed	(2,315)	(3,962)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(954)	1,432

NOTE 14 SHARE OF NET GAIN/(LOSS) OF ASSOCIATES

	2014 $'000	2013 $'000
Regional Landfill Clayton South (Note 18(a))	(770)	156
Whitehorse Manningham Regional Library Corporation (Note 18(b))	303	169
Narre Warren User Group (Note 18(c))	33	35
Total share of net gain/(loss) of associates	(434)	360

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2014

NOTE 15 CASH AND FINANCIAL ASSETS

(a) Cash and Cash Equivalents

	2014 $'000	2013 $'000
Cash at bank and on hand	3,350	2,207
Term deposits	24,500	33,574
Total cash and cash equivalents for the purpose of the Cash Flow Statement	27,850	35,781

Cash contained in reserves are subject to conditions established by Council resolution. Funds can only be accessed when principles are met. Refer to Note 27.

(b) Financial Assets

	2014 $'000	2013 $'000
Current		
Term deposits	48,401	15,703
Total current financial assets	48,401	15,703
Non-Current		
Term deposits	-	16,400
Total non-current financial assets	-	16,400
Total financial assets	48,401	32,103

NOTE 16 TRADE AND OTHER RECEIVABLES

	2014 $'000	2013 $'000
Current		
Rates debtors	3,003	2,638
Fire Services Property Levy debtors	241	-
Unsecured loans and advances	42	49
Parking debtors	2,233	2,251
Provision for doubtful debts - parking debtors	(1,631)	(1,722)
Community loan - Nunawading Gymnastics and Sports Club	3	3
Provision for doubtful debts - community loan	(1)	(1)
Other debtors	5,829	5,611
Provision for doubtful debts - other debtors	(129)	(56)
Total trade and other receivables - current	9,590	8,773
Non-current		
Unsecured loans and advances	25	39
Community loan - Nunawading Gymnastics and Sports Club	84	87
Provision for doubtful debts - community loan	(42)	(43)
Total trade and other receivables - non-current	67	83

NOTE 17 OTHER CURRENT ASSETS

	2014 $'000	2013 $'000
Prepayments	436	387
Stores and materials	33	36
Nursery plant stock	213	134
Total other current assets	682	557

NOTE 18 INVESTMENTS IN ASSOCIATES

	2014 $'000	2013 $'000
(a) Interest in Regional Landfill Clayton South	1,365	2,135
(b) Interest in Whitehorse Manningham Regional Library Corporation	4,339	4,037
(c) Interest in Narre Warren User Group	890	857
Total investments in associates	6,594	7,029

Valuations
Valuations of investments described in this note are on the basis of Council's relevant share of each entity's net assets.

Valuations of investments in associates are based on Council's share of each entity's net assets. Financial statements for all entities were unaudited at balance date. At balance date there was no known contingencies for the landfill sites.

(a) Interest in Regional Landfill Clayton South

Council holds an interest of 14.12% (2012/13 14.12%) in Regional Landfill Clayton South. The principal activity is the provision of a refuse disposal site for member Councils.

	2014	2013
Movement in carrying value of investment		
Carrying value of investment at 1 July	2,135	1,979
Share of surplus for the year	(682)	133
Share of movement in reserves for the year	(88)	-
Amendment to share of surplus based on audited results	-	23
Carrying value of investment at 30 June	1,365	2,135
Share of accumulated surplus		
Share of accumulated surplus at 1 July	2,047	1,891
Share of surplus for the year	(682)	133
Amendment to share of surplus based on audited results	-	23
Share of accumulated surplus at 30 June	1,365	2,047
Share of reserves		
Share of reserves at 1 July	88	88
Share of reserve revaluation decrement	(88)	-
Share of reserves at 30 June	-	88

Share of Regional Landfill Clayton South

	2014	2013
Current assets	2,307	2,051
Non-current assets	410	1,128
Total assets	2,717	3,179
Current liabilities	928	886
Non-current liabilities	424	158
Total liabilities	1,352	1,044
Net assets	1,365	2,135
Revenue	2,085	1,881
Expenses	(2,767)	(1,748)
Surplus for the year	(682)	133

NOTE 18 INVESTMENTS IN ASSOCIATES (CONTINUED)

(b) Interest in Whitehorse Manningham Regional Library Corporation

On 21 December 1995 Council's library operation was combined with the Regional Authority to form Whitehorse Manningham Regional Library Corporation (the Corporation). Council has a 60% interest (as per funding responsibilities) and a 70.24% (2012/13: 71.92%) economic entitlement in the net assets of the Corporation but does not have effective control, as both Whitehorse and Manningham councils possess the same voting rights on the board of management. The Corporation is established by agreement between the two participating councils. The principal activity of the Corporation is the lending of books and other materials.

	2014 $000	2013 $000
Movement in carrying value of investment		
Carrying value of investment at 1 July	4,037	3,868
Share of surplus (deficit) for the year	397	202
Change in share of economic entitlement	(94)	(33)
Carrying value of investment at 30 June	4,340	4,037
Share of accumulated surplus		
Share of accumulated surplus at 1 July	1,216	1,023
Share of surplus (deficit) for the year	397	202
Change in share of economic entitlement	(28)	(9)
Share of accumulated surplus at 30 June	1,585	1,216
Share of contributed capital		
Share of contributed capital at 1 July	2,821	2,845
Change in share of economic entitlement	(66)	(24)
Share of contributed capital at 30 June	2,755	2,821
Share of Whitehorse Manningham Regional Library Corporation		
Current assets	1,639	3,124
Non-current assets	4,268	3,858
Total assets	5,907	6,982
Current liabilities	1,419	2,846
Non-current liabilities	149	100
Total liabilities	1,568	2,946
Net assets	4,339	4,036
Revenue	7,086	6,927
Expenses	(6,689)	(6,725)
Surplus (deficit) for the year	397	202

NOTE 18 INVESTMENTS IN ASSOCIATES (CONTINUED)

(c) Interest in Narre Warren User Group

Council holds an interest of 48.88% (2012/13: 48.88%) in Narre Warren User Group (NWUG). The principal activity of NWUG is to monitor the closed regional landfill that was previously used by Council. Contributions by Council to NWUG during the period totalled nil (2012/13: nil). Council holds the cash investment for NWUG and surplus is generated from the interest less site monitoring costs.

	2014 $000	2013 $000
Movement in carrying value of investment		
Carrying value of investment at 1 July	857	822
Share of surplus for the year	33	35
Carrying value of investment at 30 June	890	857

NOTE 19 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

(a) Property

	2014 $000	2013 $000
Land		
At fair value - council valuation at 30 June 2013 (i)	1,048,343	1,048,343
At cost	176	-
Total land - carrying amount	1,048,519	1,048,343
Buildings		
At fair value - council valuation at 30 June 2013 (i)	396,256	399,190
Less: accumulated depreciation	(174,894)	(171,420)
At fair value - carrying amount	221,362	227,770
At cost	38,887	-
Less: accumulated depreciation	(160)	-
At cost - carrying amount	38,727	-
Total buildings - carrying amount	260,089	227,770
Total property - carrying amount	1,308,608	1,276,113

(i) The 30 June 2013 valuation of land and buildings was supervised by Council's Manager of Property and Rates, Mr Tony Peak AAPI Certified Practising Valuer.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2014 are as follows:

	Level 1 $000	Level 2 $000	Level 3 $000
Land - Non specialised	-	21,464	-
Land - Specialised	-	-	1,027,054
Buildings - Non specialised	-	162	-
Buildings - Specialised	-	-	259,928
Total	-	21,626	1,286,982

NOTE 19 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

Non-specialised land, non-specialised buildings

Non-specialised land and non-specialised buildings are valued using the market based direct comparison method. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets.

For non-specialised land and non-specialised buildings, valuation of the assets was determined by analysing comparable sales and allowing for shape, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre has been applied to the subject asset.

To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Specialised land specialised buildings

The market based direct comparison method is also used for specialised land although is adjusted to reflect the specialised nature of the assets being valued. For Council specialised buildings, the depreciated replacement cost method is used, adjusting for the associated depreciations. Specialised assets contain significant, unobservable adjustments, therefore these assets are classified as Level 3 fair value measurements.

An adjustment is made to reflect a restriction on the sale or use of an asset by Council. The adjustment is an allowance made to reflect the difference in value between unrestricted assets and those held by the Council which are impacted by external restraints on their use.

The valuation of specialised land and specialised buildings was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use.

(b) Infrastructure

Roads

Roads comprise of the following asset categories: road substructures, road seals, footpaths, kerbs and channels and other road assets.

	2014 $'000	2013 $'000
Road substructures		
At fair value - council valuation at 30 June 2014 (iii)	127,096	-
At fair value - council valuation at 30 June 2013 (iv)	-	122,244
Less: accumulated depreciation	(35,901)	(36,162)
At fair value - carrying amount	91,195	86,082
Total road substructure - carrying amount	91,195	86,082
Road seals		
At fair value - council valuation at 30 June 2014 (iii)	72,325	-
At fair value - council valuation at 30 June 2013 (iv)	-	62,535
Less: accumulated depreciation	(11,688)	(10,208)
At fair value - carrying amount	60,637	52,327
Total road seals - carrying amount	60,637	52,327
Footpaths		
At fair value - council valuation at 30 June 2014 (iii)	106,967	-
At fair value - council valuation at 30 June 2013 (iv)	-	84,270
Less: accumulated depreciation	(59,680)	(41,896)
At fair value - carrying amount	47,287	42,374
Total footpaths - carrying amount	47,287	42,374

NOTE 19 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

(b) Infrastructure (continued)

	2014 $'000	2013 $'000
Kerbs and channels		
At fair value - council valuation at 30 June 2014 (iii)	103,952	-
At fair value - council valuation at 30 June 2013 (iv)	-	84,836
Less: accumulated depreciation	(53,821)	(27,514)
At fair value - carrying amount	50,131	57,322
Total kerbs and channels - carrying amount	50,131	57,322
Other road assets		
At fair value - council valuation at 30 June 2014 (iii)	19,041	-
At fair value - council valuation at 30 June 2013 (iv)	-	30,139
Less: accumulated depreciation	(5,511)	(12,174)
At fair value - carrying amount	13,530	17,965
Total other road assets - carrying amount	13,530	17,965
Total roads		
At fair value - carrying amount	262,780	256,070
Total roads - carrying amount	262,780	256,070
Drainage		
At fair value - council valuation at 30 June 2014 (v)	204,856	-
At fair value - council valuation at 30 June 2011 (vi)	-	212,284
Less: accumulated depreciation	(78,822)	(94,396)
At fair value - carrying amount	126,034	117,888
At cost	-	6,726
Less: accumulated depreciation	-	(38)
At cost - carrying amount	-	6,688
Total drainage - carrying amount	126,034	124,576
Land improvements		
At cost	123,541	123,541
Less: accumulated depreciation	(30,807)	(28,688)
Total land improvements - carrying amount	92,734	94,853
Total infrastructure - carrying amount	481,548	475,499

(iii) The 30 June 2014 valuation of roads at written down replacement cost (which included pavement, substructure, kerb and channel, footpaths and traffic management devices) was undertaken by Council's Manager of Engineering and Environmental Services, Mr Ian Goodes Dip CE, Grad Dip Mun. Eng. and Man., MIE Aust, CPEng. It should be noted that in calculating the written down replacement cost of roads that valuations of infrastructure assets were made using a greenfields assumption, that is destruction costs of existing assets and site restoration costs are excluded.

(iv) The 30 June 2013 valuation of roads at written down replacement cost (which included pavement, substructure, kerb and channel, footpaths and traffic management devices) was undertaken by Council's Manager of Engineering and Environmental Services, Mr Ian Goodes Dip CE, Grad Dip Mun. Eng. and Man., MIE Aust, CPEng. It should be noted that in calculating the written down replacement cost of roads that valuations of infrastructure assets were made using a greenfields assumption, that is destruction costs of existing assets and site restoration costs are excluded.

(v) The 30 June 2014 valuation of drainage at written down replacement cost was undertaken by Council's Manager of Engineering and Environmental Services, Mr Ian Goodes Dip CE, Grad Dip Mun. Eng. and Man., MIE Aust, CPEng. It should be noted that in calculating the written down replacement cost of drainage that valuations of infrastructure assets were made using a greenfields assumption, that is destruction costs of existing assets and site restoration costs are excluded.

(vi) The 30 June 2011 valuation of drainage at written down replacement cost was undertaken by Council's Manager of Engineering and Environmental Services, Mr Ian Goodes Dip CE, Grad Dip Mun. Eng. and Man., MIE Aust, CPEng. It should be noted that in calculating the written down replacement cost of drainage that valuations of infrastructure assets were made using a greenfields assumption, that is destruction costs of existing assets and site restoration costs are excluded.

NOTE 19 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

(b) Infrastructure (continued)

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2014 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000
Roads	-	-	151,832
Footpaths	-	-	47,287
Kerbs and Channels	-	-	50,131
Other Road Assets	-	-	13,530
Drainage	-	-	126,034
Total	-	-	388,814

Infrastructure assets which contain significant unobservable adjustments are classified as Level 3.

	2014 $'000	2013 $'000
(c) Plant and equipment		
Plant and machinery		
At cost	15,338	14,434
Less: accumulated depreciation	(6,717)	(5,942)
Total plant and machinery - carrying amount	8,621	8,492
Equipment, furniture and fittings		
At cost	37,669	34,816
Less: accumulated depreciation	(28,051)	(25,505)
Total equipment, furniture and fittings - carrying amount	9,618	9,311
Other structures		
At cost	23,061	17,639
Less: accumulated depreciation	(10,560)	(9,531)
Total other structures - carrying amount	12,501	8,108
Art collection		
At cost	2,661	2,612
Less: accumulated depreciation	(216)	(188)
Total art collection - carrying amount	2,445	2,424
Total plant and equipment - carrying amount	33,185	28,335
(d) Works in progress		
At cost	3,911	26,485
Total property, infrastructure, plant and equipment - carrying amount	1,827,252	1,806,432

NOTE 19 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of Level 3 fair value

2014

	Specialised Land $000	Specialised Buildings $000	Infrastructure $000
Opening balance	1,026,878	227,591	380,646
Depreciation		(3,615)	(7,707)
Revaluation			6,442
Acquisitions	176	38,886	9,824
Disposals		(2,934)	
Transfers			(391)
Closing Balance	1,027,054	259,928	388,814

Description of significant unobservable inputs into level 3 valuations

	Valuation Technique	Significant Unobservable Inputs	Range	Sensitivity
Specialised Land	Market based direct comparison approach (refer above)	Extent & impact of restriction of use		Increase or decrease in the extent of restriction would result in a significantly lower or higher fair value
		Zoning	-50%-0%	
		Location	-30%-30%	
		Topography	25% 0%	
		Shape	-90%-0%	
		Frontage	15%-30%	
		Access	-20%-0%	
		Encumbrances	-35%-0%	
		Floodprone	-25%-0%	
		Heritage	-30-10%	
Specialised Buildings	Depreciated Replacement Cost	Direct cost per square	$125-$13,500 psm	Increase or decrease in the direct cost per square metre adjustment would result in a significantly lower or higher fair value
		Useful life of specialised buildings	30-200 yrs	Increase or decrease in the estimated useful life of the asset would result in a significantly lower or higher fair value
Infrastructure	Depreciated Replacement Cost	Cost per unit		Increase or decrease in the cost per unit would result in a significantly lower or higher fair value
Roads Substructure			$80 - $170	
Road Surface			$10 - $520	
Footpaths			$40 - $160	
Kerbs & Channels			$82 - $89	
Drainage - Pit			$990 - $2420	
Pipe			$75 - $1035	
		Useful life of infrastructure	10-150 yrs	Increase or decrease in the estimated useful life would result in a significantly lower or higher fair value

NOTE 20 TRADE AND OTHER PAYABLES

	2014 $'000	2013 $'000
Fire Services Property Levy	542	-
Trade creditors and accruals	13,840	18,078
Total trade and other payables	14,382	18,078

NOTE 21 TRUST FUNDS AND DEPOSITS

	2014 $'000	2013 $'000
Trust funds and deposits		
Narre Warren User Group	1,821	1,753
Nunawading Swimming Club	23	148
Deposits for asset protection	3,114	2,640
Other deposits	797	821
Total trust funds and deposits	5,755	5,362

NOTE 22 INTEREST BEARING LOANS AND BORROWINGS

	2014 $'000	2013 $'000
Current		
Loans and borrowings - secured	7,631	304
Total interest bearing loans and borrowings - current	7,631	304
Non-current		
Loans and borrowings - secured	6,178	1,508
Total interest bearing loans and borrowings - non-current	6,178	1,508
The maturity profile for Council's borrowings is:		
Not later than one year	7,631	304
Later than one year and not later than five years	6,178	1,508
Later than five years	-	-
Total	13,809	1,812

NOTE 23 EMPLOYEE PROVISIONS

	2014 $'000	2013 $'000
Current Provision expected to be settled within 12 months		
Annual leave	3,949	3,721
Long service leave	504	431
	4,453	4,152
Current Provision expected to be settled after 12 months		
Annual leave	953	930
Long service leave	7,371	6,569
	8,324	7,499
Total employee provisions - current	12,777	11,651
Non-current		
Long service leave	1,644	1,658
Total employee provisions - non-current	1,644	1,658

The following assumptions were adopted in measuring the present value of employee provisions:

	2014	2013
Weighted average increase in employee costs	3.50%	3.75%
Weighted average discount rates	3.57	3.79
Weighted average settlement period	7 years	7 years

NOTE 23 EMPLOYEE PROVISIONS (CONTINUED)

Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. The defined benefit section provides lump sum benefits based on years of service and final average salary. The defined contribution section receives fixed contributions from Council and the Council's legal or constructive obligation is limited to these contributions.

Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are due.

Accumulation

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2014, this was 9.25% required under Superannuation Guarantee legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund. Effective from 1 July 2014, the Superannuation Guarantee contribution rate will increase to 9.5% and will progressively increase to 12% by 2019. Based on announcements included in the May 2014 Federal Budget, this progressive increase to 12% will be delayed until 2022.

Defined Benefit

The Fund's Defined Benefit category is a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated to each employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided under Paragraph 34 of AASB 119, Council does not use defined benefit accounting for these defined benefit obligations.

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2011, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. This rate is currently 9.25% of members' salaries (9.25% in 2012/13). This rate increased to 9.5% on 1 July 2014 and is expected to increase in line with the required Superannuation Guarantee contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit (the funded resignation or retirement benefit is calculated as the VBI multiplied by the benefit).

Council is also required to make additional contributions to cover the contribution tax payable on the contributions referred to above.

Employees are also required to makes member contributions to the Fund. As such, assets accumulate in the Fund to meet member benefits, as defined in the Trust Deed, as they accrue.

Funding Calls

The Fund surplus or deficit (i.e. the difference between fund assets and liabilities) is calculated differently for funding purposes (i.e. calculating required contributions) and for the calculation of accrued benefits as required in AAS 25 to provide the values needed for the AASB 119 disclosure in Council's financial statements. AAS 25 requires that the present value of the defined benefit liability be calculated based on benefits that have accrued in respect of membership of the plan up to the measurement date, with no allowance for future benefits that may accrue.

The Fund is required to comply with the superannuation prudential standards. Under the superannuation prudential standard SPS 160, the Fund is required to target full funding of its vested benefits. There may be circumstances where:

- a fund is in an unsatisfactory financial position at an actuarial investigation (i.e. its vested benefit index (VBI) is less than 100% at the date of the actuarial investigation); or
- a fund's VBI is below its shortfall limit at any time other than at the date of the actuarial investigations.

If either of the above occur, the fund has a shortfall for the purposes of SPS 160 and the fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. There may be circumstances where the Australian Prudential Regulation Authority (APRA may approve a period longer than three years.

The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.
The Fund's estimated VBI at 31 March 2014 was 104.6%.
The amount of the unpaid shortfall at 30 June 2014 is nil (nil for 2012/13).

NOTE 23 EMPLOYEE PROVISIONS (CONTINUED)

Accrued benefits

The Fund's liability for accrued benefits was determined in the 31 December 2011 actuarial investigation pursuant to the requirements of Australian Accounting Standard Board AAS25 follows:

	31-Dec-11 $'000
Net Market Value of Assets	4,315,324
Accrued Benefits (per accounting standards)	4,642,133
Difference between Assets and Accrued Benefits	(326,809)
Vested Benefits (Minimum sum which must be paid to members when they leave the fund)	4,838,503

The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:

Net investment return	7.50% p.a.
Salary inflation	4.25% p.a.
Price inflation	2.75% p.a.

The next full actuarial investigation of the Fund's liability for accrued benefits will be based on the Fund's position as at 30 June 2014. The anticipated completion date of this actuarial investigation is 19 December 2014.

Superannuation Contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2014 are detailed below:

Scheme	Type of scheme	Rate	2014 $'000	2013 $'000
Vision Super	Defined Benefits	9.25%	518	528
Vision Super	Accumulation	9.25%	2,928	2,663
AMP Super	Accumulation	9.25%	37	38
Australian Super	Accumulation	9.25%	130	134
Care Super	Accumulation	9.25%	57	44
Cbus	Accumulation	9.25%	47	40
Colonial Super	Accumulation	9.25%	34	38
Health Super	Accumulation	9.25%	49	48
Hesta	Accumulation	9.25%	214	189
Host Plus	Accumulation	9.25%	70	59
REST Super	Accumulation	9.25%	61	41
Telstra Super	Accumulation	9.25%	34	30
Vic Super	Accumulation	9.25%	56	39
Other	Accumulation	9.25%	412	330
Total			3,717	3,447

There were $0.407m in contributions payable and no loans issued from or to the above schemes as at 30 June 2014.

NOTE 24 ACCUMULATED SURPLUS AND RESERVES

(a) Accumulated surplus

	2014 $'000	2013 $'000
Accumulated surplus at 1 July	687,014	651,522
Surplus for the year	13,430	18,883
Transfers from other reserves	810	29,145
Transfers to other reserves	(18,568)	(12,536)
Accumulated surplus at 30 June	682,686	687,014

(b) Asset revaluation reserve

	2014 $'000	2013 $'000
Asset revaluation reserve at 1 July	1,130,280	1,228,638
Revaluation of property, infrastructure, plant and equipment	6,442	(98,358)
Asset revaluation reserve at 30 June	1,136,722	1,130,280

Breakdown by asset class

	2014 $'000	2013 $'000
Land	817,483	817,483
Buildings	140,964	140,964
Roads	94,364	91,068
Drainage	64,438	61,292
Land Improvements	14,077	14,077
Plant and machinery	2,070	2,070
Equipment, furniture and fittings	737	737
Other structures	729	729
Art collection	597	597
Regional Landfill Clayton South	1,263	1,263
Asset revaluation reserve	1,136,722	1,130,280

This reserve is used to record increments and decrements on the revaluation of non-current assets, as described in Note 1(g). Refer to Note 19 for movement in property, infrastructure, plant and equipment by asset class, including revaluations.

(c) Other reserves

	2014 $'000	2013 $'000
(i) Public open space reserve		
Balance at 1 July	4,190	3,766
Transfer from accumulated surplus	1,834	1,359
Transfer to accumulated surplus	(810)	(935)
Balance at 30 June	5,214	4,190
(ii) Public open space reserve - land acquisitions		
Balance at 1 July	1,527	847
Transfer from accumulated surplus	2,562	1,784
Transfer to accumulated surplus	-	(1,104)
Balance at 30 June	4,089	1,527
(iii) Council development reserve		
Balance at 1 July	19,079	28,905
Transfer from accumulated surplus	12,600	8,000
Transfer to accumulated surplus	-	(17,826)
Balance at 30 June	31,679	19,079

NOTE 24 ACCUMULATED SURPLUS AND RESERVES (CONTINUED)

(c) Other reserves (continued)

	2014 $'000	2013 $'000
(iv) Aged care reserve		
Balance at 1 July	9,629	17,957
Transfer from accumulated surplus	385	952
Transfer to accumulated surplus	-	(9,280)
Balance at 30 June	10,014	9,629
(v) Car parking in lieu reserve		
Balance at 1 July	34	34
Balance at 30 June	34	34
(vi) Art collection reserve		
Balance at 1 July	3	3
Balance at 30 June	3	3
(vii) Waste management reserve		
Balance at 1 July	441	-
Transfer from accumulated surplus	1,187	441
Balance at 30 June	1,628	441
Total other reserves	52,661	34,903

(i) Public open space reserve
This reserve comprises funds collected from contributions to public open space made by developers. The funds in this reserve are restricted for expenditure on public open space.

(ii) Public open space reserve - land acquisitions
This reserve comprises funds collected from contributions to public open space made by developers. The funds in this reserve are restricted for expenditure on public open space, specifically land acquisitions. Interest income generated from the reserve is to be reinvested back into the reserve.

(iii) Council development reserve
This reserve is used for funding capital works programs and for proceeds from sale of assets no longer required by Council. The funds in this reserve are required to be expended in accordance with the reserve governing principles established by Council.

(iv) Aged care reserve
This reserve holds in trust the net proceeds secured from the sale as a "going concern" of Council's residential aged care facilities. Access to this reserve must have a legitimate relevance to the aged and disability related groups and must be consistent with the healthy positive ageing strategy adopted by Council in 2005/06. Interest income generated from the reserve is to be reinvested back into the reserve.

(v) Car parking in lieu reserve
This reserve comprises funds provided by developers instead of providing car parking. The funds from this reserve are restricted for expenditure on car parking.

(vi) Art collection reserve
This reserve was established by Council in 2002/03 for the purpose of de-accessioning unwanted art works and for future purchases of art works.

(vii) Waste management reserve
This reserve represents the difference between the federal government announced carbon tax per tonne and the actual price charged by independent landfill operators during the past two years. This is a prudent measure in response to short to medium term price uncertainty.

NOTE 25 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2014 $'000	2013 $'000
Surplus/(deficit) for the year	13,430	18,883
Adjustments for:		
Contributions - non-monetary (Note 5(b))	(556)	(3,582)
Grants and subsidies - non-recurrent (inclusive of GST)	(1,284)	(1,634)
Contributions - monetary (inclusive of GST)	(109)	(85)
Depreciation (Note 10)	21,221	20,200
Net loss on disposal of property, infrastructure, plant and equipment (Note 13)	954	(1,432)
Share of net (gain)/loss of associates (Note 14)	436	(360)
	34,092	31,990
Change in assets and liabilities		
Change in trade and other receivables	(804)	(1,178)
Change in other current assets	(57)	1,056
Change in trade and other payables	(3,225)	2,967
Change in trust funds and deposits	383	153
Change in employee provisions	1,112	(9,155)
Net cash provided by operating activities	31,511	25,822

NOTE 26 FINANCING ARRANGEMENTS

	2014 $'000	2013 $'000
Bank overdraft facility	1,100	1,100
Used facilities	-	-
Unused facilities	1,100	1,100

NOTE 27 RESTRICTED ASSETS

	2014 $'000	2013 $'000
Statutory		
Public open space reserve	9,303	5,717
Car parking in lieu reserve	34	34
	9,337	5,751
Council Resolution		
Aged care reserve	10,014	9,629
Community development reserve	31,679	19,079
	41,693	28,708
Other		
Narre Warren User Group	1,821	1,753
Nunawading Swimming Club	23	148
	1,844	1,901
Total restricted assets	52,874	36,360

NOTE 28 COMMITMENTS

Council has entered into the following commitments:

2014	Less than 1 year $'000	1 year and not later than 2 years $'000	Between 2 - 5 years $'000	More than 5 years $'000	Total $'000
External service providers					
Street sweeping	921	1,939	1,540	-	4,400
Community programs	331	333	-	-	664
Tree pruning	991	-	-	-	991
Cleaning of Council buildings	964	1,523	90	-	2,577
Maintenance of Council assets	720	21	-	-	741
Professional services	283	13	-	-	296
Other services	72	143	48	-	263
Total external service provider commitments	4,282	3,972	1,678	-	9,932
Capital					
Buildings	1,096	-	-	-	1,096
Roads and drainage	399	-	-	-	399
Equipment	30	-	-	-	30
Total capital commitments	1,525	-	-	-	1,525

2013	Less than 1 year $'000	1 year and not later than 2 years $'000	Between 2 - 5 years $'000	More than 5 years $'000	Total $'000
External service providers					
Street sweeping	890	1,874	2,527	-	5,291
Community programs	406	664	-	-	1,070
Tree pruning	1,159	991	-	-	2,150
Cleaning of Council buildings	312	489	271	-	1,072
Maintenance of Council assets	746	710	-	-	1,456
Professional services	513	156	-	-	669
Other services	-	-	-	-	-
Total external service provider commitments	4,026	4,884	2,798	-	11,708
Capital					
Buildings	12,143	-	-	-	12,143
Roads and drainage	1,328	-	-	-	1,328
Equipment	193	30	-	-	223
Total capital commitments	13,664	30	-	-	13,694

NOTE 29 OPERATING LEASES

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities)

	2014 $'000	2013 $'000
Not later than one year	372	238
Later than one year and not later than five years	409	275
Later than five years	35	40
	816	553

(b) Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. Rental charge revisions of leases are made on a variety of bases including CPI, fixed percentage and fixed dollar amount.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	246	218
Later than one year and not later than five years	439	451
Later than five years	61	104
	746	773

NOTE 30 CONTINGENT LIABILITIES

(a) Guarantees of loans to other entities

Council has guaranteed bank loans for certain community bodies. Council's liability under its guarantee is listed below:

	Loan balance outstanding 2014 $'000	Loan guarantee limit 2014 $'000	Loan balance outstanding 2013 $'000	Loan guarantee limit 2013 $'000
Bluebell Hill Tennis Club	-	14	4	36
Vermont South Club	258	259	272	310
Vermont Sports Club	17	29	62	150
The Whitehorse Club	415	500	432	500
	690	802	770	996

(b) Arising from public liability

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, Council regularly receives claims and demands allegedly arising from incidents which occur on land belonging to Council. There are a number of outstanding claims against Council in this regard. Council carries $400 million of public liability insurance and had an excess of $20,000 on this policy in 2013/14. Therefore, the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is MAV Insurance. There are no claims of which Council is aware which would fall outside the terms of Council's policy.

NOTE 30 CONTINGENT LIABILITIES (CONTINUED)

(c) Arising from professional indemnity

As a local authority with statutory regulatory responsibilities, including the responsibility of issuing permits and approvals, Council receives claims and demands for damages allegedly arising from actions of Council or its officers. Council carries $300 million of professional indemnity insurance and had an excess of $20,000 on this policy in 2013/14. Therefore, the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is MAV Insurance. There are no instances or claims of which Council is aware which would fall outside the terms of Council's policy.

(d) Arising from legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

(e) Other contingent liabilities

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund.

NOTE 19 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

2014	Balance at 1 July 2013 $'000	Acquisitions and Additions $'000	Disposals $'000	Depreciation $'000	Revaluations increments (decrements) $'000	Non-capital items expensed $'000	Transfers in $'000	Transfers out $'000	Balance at 30 June 2014 $'000
Property									
Land	1,048,343	176	-		-	-	-	-	1,048,519
Buildings	227,770	15,363	(935)	(5,633)	-	-	23,524	-	260,089
Total property	1,276,113	15,539	(935)	(5,633)	-	-	23,524	-	1,308,608
Infrastructure									
Roads	256,070	8,248	-	(5,521)	3,296	-	687	-	262,780
Drainage	124,576	1,576	-	(2,186)	3,146	-	-	(1,078)	126,034
Land improvements	94,853	-	-	(2,119)	-	-	-	-	92,734
Total infrastructure	475,499	9,824	-	(9,826)	6,442	-	687	(1,078)	481,548
Plant and equipment									
Plant and machinery	8,492	3,174	(1,252)	(1,793)	-	-	-	-	8,621
Equipment, furniture and fittings	9,311	2,327	(7)	(2,917)	-	-	904	-	9,618
Other structures	8,108	3,553	(121)	(1,024)	-	-	1,985	-	12,501
Art collection	2,424	49	-	(28)	-	-	-	-	2,445
Total plant and equipment	28,335	9,103	(1,380)	(5,762)	-	-	2,889	-	33,185
Works in progress									
Buildings	23,908	2,371	-	-	-	-	-	(23,556)	2,723
Roads	872	725	-	-	-	(63)	-	(781)	753
Drainage	49	43	-	-	-	-	-	(49)	43
Land improvements	710	-	-	-	-	(5)	-	(690)	15
Equipment, furniture and fittings	904	358	-	-	-	-	-	(904)	358
Other structures	42	19	-	-	-	-	-	(42)	19
Total works in progress	26,485	3,516	-	-	-	(68)	-	(26,022)	3,911
Total property, infrastructure, plant and equipment - carrying amount	1,806,432	37,982	(2,315)	(21,221)	6,442	(68)	27,100	(27,100)	1,827,252

NOTE 19 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

2013	Balance at 1 July 2012 $'000	Acquisitions and Additions $'000	Disposals $'000	Depreciation $'000	Revaluations: Increments (decrements) $'000	Non-capital items expensed $'000	Transfers in $'000	Transfers out $'000	Balance at 30 June 2013 $'000
Property									
Land	1,153,152	3,897	(1,975)	-	(106,731)	-	-	-	1,048,343
Buildings	206,566	5,940	(729)	(4,669)	18,460	-	2,202	-	227,770
Total property	1,359,718	9,837	(2,704)	(4,669)	(88,271)	-	2,202	-	1,276,113
Infrastructure									
Roads	260,998	9,155	-	(5,563)	(10,087)	-	1,567	-	256,070
Drainage	123,445	2,934	-	(2,161)	-	-	358	-	124,576
Land improvements	93,786	3,281	-	(2,344)	-	-	130	-	94,853
Total infrastructure	478,229	15,370	-	(10,068)	(10,087)	-	2,055	-	475,499
Plant and equipment									
Plant and machinery	7,853	3,470	(1,251)	(1,652)	-	-	72	-	8,492
Equipment, furniture and fittings	10,376	1,857	(1)	(2,921)	-	-	-	-	9,311
Other structures	6,519	381	(6)	(862)	-	-	2,076	-	8,108
Art collection	2,409	43	-	(28)	-	-	-	-	2,424
Total plant and equipment	27,157	5,751	(1,258)	(5,463)	-	-	2,148	-	28,335
Works in progress									
Buildings	5,967	20,371	-	-	-	-	-	(2,430)	23,908
Roads	146	872	-	-	-	-	-	(146)	872
Drainage	358	49	-	-	-	-	-	(358)	49
Land improvements	1,985	348	-	-	-	-	-	(1,623)	710
Equipment, furniture and fittings	904	-	-	-	-	-	-	-	904
Other structures	1,860	30	-	-	-	-	-	(1,848)	42
Total works in progress	11,220	21,670	-	-	-	-	-	(6,405)	26,485
Total property, infrastructure, plant and equipment - carrying amount	1,876,324	52,628	(3,962)	(20,200)	(98,358)	-	6,405	(6,405)	1,806,432

NOTE 31 FINANCIAL RISK MANAGEMENT

(a) Accounting policy, terms and conditions

	Note	Accounting policy	Terms and conditions
Financial assets			
Cash and cash equivalents	15	Investments are held to maximise interest returns of surplus cash. Cash at bank and on hand and the money market call account are valued at face value. Cash managed funds are measured at market value. Interest income is recognised as it accrues.	On call deposits returned a floating interest rate of between 2.60% and 2.85% (2012/13: 2.85% and 3.60%). The interest rate at balance date was 2.60% (2012/13: 2.85%). Term deposits returned a fixed interest rate of between 2.84% and 4.68% (2012/13: 3.85% and 5.90%). No cash managed funds were held in 2013/14 or 2012/13.
Trade and other receivables	16	Receivables are carried at amortised cost using the effective interest method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred. Collectability of overdue accounts is assessed on an ongoing basis. For the purpose of this note, rates debtors and parking debtors are excluded as they are not considered financial instruments.	General debtors are unsecured. General debtors in arrears attract an interest rate of 10.5% (2012/13: 10.5%). Credit terms are based on 30 days.
Financial liabilities			
Trade and other payables	20	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice date.
Interest bearing loans and borrowings	22	Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of Council. The weight average interest rate on borrowings is 4.09% (2012/13: 8.49%).
Bank overdraft		Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.	The overdraft is subject to annual review. It is secured by a mortgage over Council's general rates and is repayable on demand. The interest rate on the bank overdraft facility was between 7.99% and 8.22% (2012/13: 8.22% and 8.87%). No interest was incurred in the current or the prior year as the bank overdraft facility was not used.

NOTE 31 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Risks and mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our Balance Sheet.

To help manage this risk:
- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised.

We may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 30.

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:
- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover financial assets at all.

To help reduce these risks we:
- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- monitor budget to actual performance on a regular basis; and
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which we are exposed are discussed below.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

NOTE 31 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Risks and mitigation (continued)

Our loan borrowings are sourced from major Australian banks by a tender process. Finance leases are sourced from major Australian financial institutions. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Planning and Community Development each year.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act (1989)*.
We manage interest rate risk by adopting an investment policy that ensures:

- conformity with state and federal regulations and standards,
- capital protection,
- appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

NOTE 31 FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Credit risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is represented by the carrying amount of those assets as indicated in the Balance Sheet.

Ageing of trade and other receivables

At balance date, none of Council's loans and advances were past due (2012/13: nil). Other debtors relate to a number of independent customers for whom there is no recent history of default. The ageing of Council's other debtors at the reporting date was:

	2014 $'000	2013 $'000
Current (not yet due)	5,310	5,211
30-60 days	191	236
61-90 days	96	31
Over 90 days	232	133
Other debtors	5,829	5,611

Ageing of individually impaired trade and other receivables

At balance date, other debtors representing financial assets with a nominal value of $0 (2012/13: $56,000) were impaired. The amount of the provision raised against these debtors was $0 (2012/13: $56,000). The individually impaired debtors have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of other debtors that have been individually determined as impaired at reporting date was:

	2014 $'000	2013 $'000
Current (not yet due)	-	-
30-60 days	-	-
61-90 days	-	-
Over 90 days	129	56
Provision for doubtful debts - other debtors	129	56

Movement in provision for doubtful debts - other debtors

	2014 $'000	2013 $'000
Balance at 1 July	56	77
New provisions recognised during the year	76	8
Amounts already provided for and written off as uncollectible	(3)	(14)
Amounts provided for but recovered during the year	-	(15)
Balance at 30 June	129	56

NOTE 31 FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Liquidity risk

The table below lists the contractual maturities for financial liabilities. These amounts represent undiscounted gross payments including both principal and interest amounts.

	6 mths or less $'000	6 - 12 months $'000	1 - 2 years $'000	2 - 5 years $'000	> 5 years $'000	Contracted cash flow $'000
2014						
Trade and other payables	14,382	-	-	-	-	14,382
Trust funds and deposits	5,755	-	-	-	-	5,755
Interest bearing loans and borrowings	223	223	446	892	-	1,784
Total financial liabilities	20,360	223	446	892	-	21,921
2013						
Trade and other payables	18,078	-	-	-	-	18,078
Trust funds and deposits	5,362	-	-	-	-	5,362
Interest bearing loans and borrowings	223	223	446	1,338	-	2,230
Employee Costs (Vision Super Call)	-	-	-	-	-	-
Total financial liabilities	23,663	223	446	1,338	-	25,670

NOTE 31 FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Interest rate risk

The exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

		Fixed interest maturing in:				
	Floating interest rate $'000	1 year or less $'000	Over 1 to 5 years $'000	More than 5 years $'000	Non-interest bearing $'000	Total $'000
2014						
Financial assets						
Cash and cash equivalents	3,350	24,500	-	-	-	27,850
Other financial assets	-	48,401	-	-	-	48,401
Trade and other receivables	-	-	-	-	5,744	5,744
Total financial assets	3,350	72,901	-	-	5,744	81,995
Weighted average interest rate	2.99%	3.81%				
Financial liabilities						
Trade and other payables	-	-	-	-	14,382	14,382
Trust funds and deposits	-	-	-	-	5,755	5,755
Interest bearing loans and borrowings	-	7,631	6,178	-	-	13,809
Total financial liabilities	-	7,631	6,178	-	20,137	33,946
Weighted average interest rate		4.09%	4.09%			
Net financial assets (liabilities)	3,350	65,270	(6,178)	-	(14,393)	48,049
2013						
Financial assets						
Cash and cash equivalents	2,207	33,574	-	-	-	35,781
Other financial assets	-	15,703	16,400	-	-	32,103
Trade and other receivables	-	-	-	-	5,601	5,601
Total financial assets	2,207	49,277	16,400	-	5,601	73,485
Weighted average interest rate	3.35%	4.85%				
Financial liabilities						
Trade and other payables	-	-	-	-	18,078	18,078
Trust funds and deposits	-	-	-	-	5,362	5,362
Interest bearing loans and borrowings	-	304	1,508	-	-	1,812
Employee Costs (Vision Super Call)	-	-	-	-	-	-
Total financial liabilities	-	304	1,508	-	23,440	25,252
Weighted average interest rate		8.49%	8.49%	8.49%		
Net financial assets (liabilities)	2,207	48,973	14,892	-	(17,839)	48,233

NOTE 31 FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Interest rate risk (continued)

Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates sourced from the Reserve Bank of Australia):

- A parallel shift of + 1.0% and -0.5% in market interest rates (AUD) from year-end rates of 2.5%.

The table below discloses the impact on surplus or deficit and equity for each category of financial instruments held by Council at year-end, if the above movements were to occur.

	Carrying amount subject to interest rate risk	-0.5% 50bp decrease		1% 100bp increase	
		Surplus	**Equity**	**Surplus**	**Equity**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**
2014					
Cash and cash equivalents	27,850	(139)	(139)	279	279
Other financial assets	48,401	(242)	(242)	484	484
Total	76,251	(381)	(381)	763	763

	Carrying amount subject to interest rate risk	-0.5% 50bp decrease		1% 100bp increase	
		Surplus	**Equity**	**Surplus**	**Equity**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**
2013					
Cash and cash equivalents	35,781	(179)	(179)	358	358
Other financial assets	32,103	(161)	(161)	321	321
Total	67,884	(339)	(339)	679	679

NOTE 32 AUDITORS' REMUNERATION

	2014 $'000	2013 $'000
External audit fees - Victorian Auditor General	62	60
Internal audit fees - PricewaterhouseCoopers	134	167
	196	227

NOTE 33 SUBSEQUENT EVENTS

There were no material events occurring after balance date that require disclosure in the Financial Report.

NOTE 34 RELATED PARTIES

(a) Responsible Persons

The names of persons holding the position of a Responsible Person at Council at any time during the financial year are:

Councillors
Bill Bennett
Raylene Carr
Robert Chong AM
Andrew Davenport
Philip Daw
Sharon Ellis - Mayor from 28 October 2013
Helen Harris OAM
Denise Massoud
Andrew Munroe - Mayor from 31 October 2012 to 27 October 2013
Ben Stennett

Chief Executive Officer
Noelene Duff

NOTE 34 RELATED PARTIES (CONTINUED)

(b) Remuneration of Responsible Persons

The number of Responsible Persons whose total remuneration, including superannuation, from Council fall within the following bands:

Total remuneration range	**2014 Number**	**2013 Number**
< $10,000	-	2
$10,000 - $19,999	-	3
$20,000 - $29,999	8	7
$50,000 - $59,999	1	-
$70,000 - $99,999	1	1
$300,000 - $369,999	1	1
	11	14
Total remuneration for the reporting year of Responsible Persons included above amounted to:	$730,554	$708,812

Retirement benefits
No retirement benefits have been made by Council to a Responsible Person during the reporting year (2012/13: nil).

Loans
No loans have been made, guaranteed or secured by Council to a Responsible Person during the reporting year (2012/13: nil).

Other transactions
No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with Responsible Persons, or related parties of Responsible Persons during the reporting year (2012/13: nil).

NOTE 34 RELATED PARTIES (CONTINUED)

(c) Remuneration of Senior Officers

A Senior Officer, other than a Responsible Person, is an officer of Council who:
a) has management responsibilities and reports directly to the Chief Executive; or
b) whose total annual remuneration exceeds $133,000

The number of Senior Officers, other than Responsible Persons, whose total remuneration, including superannuation, from Council fall within the following bands:

	2014 Number	2013 Number
Total remuneration range		
$133,000 - $139,999	1	1
$140,000 - $149,999	3	5
$150,000 - $159,999	5	3
$160,000 - $169,999	3	4
$170,000 - $179,999	2	2
$180,000 - $189,999	2	1
$190,000 - $199,999	1	-
$200,000 - $209,999	-	-
$210,000 - $219,999	-	1
$220,000 - $229,999	1	1
$230,000 - $239,999	1	1
$240,000 - $249,999	2	1
	21	20
Total remuneration for the reporting year of Senior Officers included above amounted to:	$3,710,263	$3,428,410

NOTE 35 FUNCTIONS/ACTIVITIES OF THE MUNICIPALITY (CONTINUED)

At balance date the activities of the municipality are categorised into the following broad functions:

Executive

The Executive area provides management and leadership of the organisation as well as liaison with ratepayers and residents of the city. It includes the office of the Chief Executive and administrative support for the Councillors. It provides support for formal Council functions, Governance and Communications. The division also provides support to Council and the community through its Civic Services and Customer Service Centres.

Treasury Services

The Treasury section details the movement of funds related to the Victoria Grants Commission, rate revenue, capital income, interest income and expenses, depreciation and sale of assets.

Corporate Services

Corporate Services provides the city with the Financial, Information Systems, Property and Rating tools necessary for effective management of its resources. The division has responsibility for the day to day management of the city's financial assets. This division also incorporates the Organisation Development department, managing the Human Resources, Occupational Health and Safety, and the Compliance department incorporating Local Laws, Traffic Management and Risk Management.

Human Services

Human Services division provides the delivery of human services to the ratepayers and residents. These services include Community Care, Parks and Recreation, Arts and Cultural facilities, Health and Family Services, and Leisure Services.

City Development

City Development provides the services of an essentially physical nature to the ratepayers and residents. These services include Engineering, Environmental Services, and Statutory Planning, Building Services and Business Development.

Infrastructure

Infrastructure is responsible for City Works, monitoring Capital Works, Parkswide, the Recycling and Waste Centre and management of the Council's plant and fleet.

NOTE 36 FINANCIAL RATIOS (PERFORMANCE INDICATORS)

a) Debt servicing ratio

	2014 $'000	2014 %	2013 $'000	2013 %	2012 $'000	2012 %
Debt servicing costs	471	= 0.30%	167	= 0.11%	190	= 0.13%
Total revenue	158,178		158,573		142,321	

This ratio identifies Council's capacity to service its outstanding debt. The ratio is expressed as the amount of debt servicing costs paid as a percentage of Council's total revenue. Debt servicing costs refer to the payment of interest on borrowings, finance lease interest and bank overdraft.

b) Debt commitment ratio

	2014 $'000	2014 %	2013 $'000	2013 %	2012 $'000	2012 %
Debt servicing and redemption costs	774	= 0.87%	447	= 0.52%	446	= 0.56%
Rate revenue	89,241		85,216		79,996	

This ratio identifies Council's debt redemption strategy. The strategy involves the payment of loan principal and interest, and finance lease principal and interest. The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

c) Revenue ratio

	2014 $'000	2014 %	2013 $'000	2013 %	2012 $'000	2012 %
Rate revenue	89,241	= 56.42%	85,216	= 53.74%	79,996	= 56.21%
Total revenue	158,178		158,538		142,321	

This ratio identifies Council's dependence on rate revenue. The level of Council's reliance on rate revenue is determined by assessing rate revenue as a proportion of Council's total revenue.

d) Debt exposure ratio

	2014 $'000	2014 %	2013 $'000	2013 %	2012 $'000	2012 %
Total liabilities	48,367	= 1 : 30.54	38,561	= 1 : 37.85	45,053	= 1 : 34.09
Total realisable assets	1,477,275		1,459,554		1,535,816	

This ratio identifies Council's solvency and exposure to debt. For the purpose of calculating this ratio, realisable assets are those assets which can be sold and which are not subject to any restrictions on realisation or use. Land and buildings on Crown land, road and drainage infrastructure assets, restricted assets, investments in associates are excluded from total assets when calculating Council's realisable assets. The ratio expresses realisable assets for each dollar of liabilities.

e) Working capital ratio/liquidity ratio

	2014 $'000	2014 %	2013 $'000	2013 %	2012 $'000	2012 %
Current assets	86,523	= 2.13 : 1	60,814	= 1.68 : 1	93,607	= 2.20 : 1
Current liabilities	40,545		36,302		42,523	

This ratio assesses Council's ability to meet current commitments. The ratio expresses the level of current assets Council has available to meet its current liabilities.

f) Adjusted working capital ratio/liquidity ratio

	2014 $'000	2014 %	2013 $'000	2013 %	2012 $'000	2012 %
Current assets	86,523	= 2.16 : 1	60,814	= 2.14 : 1	93,607	= 2.64 : 1
Adjusted current liabilities	40,041		28,395		35,458	

This ratio assesses Council's ability to meet current commitments. The ratio expresses the level of current assets Council has available to meet its adjusted current liabilities. Adjusted current liabilities is calculated as current liabilities less the long service leave that is shown as a current liability as it is not likely to fall due within 12 months after the end of the period.

NOTE 36 FINANCIAL RATIOS (PERFORMANCE INDICATORS) (CONTINUED)

g) Underlying result

	2014 $'000	2014 %	2013 $'000	2013 %	2012 $'000	2012 %
Underlying surplus/(deficit)* Underlying revenue	$\frac{12,875}{155,308} =$	8.29%	$\frac{15,301}{151,029} =$	10.13%	$\frac{(4,933)^{*}}{145,077} =$	-3.40%

This is a measure of Council's surplus/(deficit) as a percentage of its revenue, adjusted for non-monetary developer contributions, significant one-off adjustments and proceeds from the sale of assets. Where a surplus is made, the higher the percentage, the stronger the result.

* The underlying deficit result for 2011/12 was due to the Vision Super Defined Benefit Scheme Unfunded Liability call of $11.3 million.

h) Indebtedness

Non-current liabilities Own sourced revenue	$\frac{7,822}{137,303} =$	5.70%	$\frac{2,259}{132,172} =$	1.71%	$\frac{2,530}{117,054} =$	2.16%

This ratio compares non-current liabilities (which mainly comprises interest bearing loans and borrowings) to own sourced revenue. The higher the percentage, the less Council is able to cover its non-current liabilities from the revenue it generates. Own sourced revenue is used rather than total revenue because it does not include grants, which are usually tied to specific projects.

i) Self-financing

Net operating cash flows Underlying revenue	$\frac{31,511}{155,308} =$	20.29%	$\frac{25,822}{151,029} =$	17.10%	$\frac{32,268}{145,077} =$	22.24%

This ratio measures Council's ability to replace assets using cash generated from its operations. The higher the percentage, the more effectively this can be done.

j) Investment gap

Capital spend Depreciation	$\frac{37,427}{21,221} =$	1.76 : 1	$\frac{49,046}{20,200} =$	2.43 : 1	$\frac{31,353}{20,073} =$	1.56 : 1

This ratio compares Council's rate of spending on infrastructure with depreciation. Ratios higher than 1:1 indicates that spending on infrastructure is greater than the depreciation rate. It is a long-term indicator, as capital expenditure can be deferred if there are insufficient funds available from operations, and borrowing is not an option.

k) Renewal gap

Renewal expenditure Depreciation	$\frac{27,380}{21,221} =$	1.29 : 1	$\frac{31,865}{20,200} =$	1.58 : 1	$\frac{23,910}{20,073} =$	1.19 : 1

This ratio compares Council's rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicates that spending on existing assets is greater than the depreciation rate. Similar to the investment gap, this is a long-term indicator, as capital expenditure can be deferred in the short-term if there are insufficient funds from operations, and borrowing is not an option.

NOTE 35 FUNCTIONS / ACTIVITIES OF THE MUNICIPALITY

Revenue and expenses (excluding internal recharges) have been attributed to the following functions/activities, descriptions of which are set out below.

2014	Executive		Treasury Services		Corporate Services		Human Services		City Development		Infrastructure		Total	
	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000
Grants and subsidies	-	-	2,117	1,919	318	258	14,006	12,107	141	40	87	57	16,668	14,380
Other revenue	196	217	92,910	92,090	8,851	11,686	19,619	21,351	11,210	9,505	8,289	7,682	141,075	142,534
Revenue	196	217	95,027	94,011	9,169	11,944	33,625	33,458	11,351	9,545	8,375	7,739	157,743	156,914
% of Total	0.1%	0.1%	60.2%	59.9%	5.8%	7.6%	21.3%	21.3%	7.2%	6.1%	5.3%	5.0%	100.0%	100.0%
Expenses	4,893	5,803	21,729	22,156	19,081	21,125	49,303	49,891	24,674	22,899	24,633	25,080	144,313	146,954
% of Total	3.4%	3.9%	15.1%	15.1%	13.2%	14.4%	34.2%	34.0%	17.1%	15.6%	17.1%	17.1%	100.0%	100.0%
Net surplus (deficit)	(4,697)	(5,586)	73,298	71,855	(9,912)	(9,181)	(15,678)	(16,433)	(13,323)	(13,354)	(16,258)	(17,341)	13,430	9,960

2013	Executive		Treasury Services		Corporate Services		Human Services		City Development		Infrastructure		Total	
	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000	Actual $'000	Budget $'000
Grants and subsidies	-	-	3,872	2,023	258	260	12,674	11,784	12	15	72	55	16,888	14,137
Other revenue	245	139	90,805	91,080	12,547	7,195	17,970	18,914	12,103	9,460	8,013	9,681	141,683	136,469
Revenue	245	139	94,677	93,103	12,805	7,455	30,644	30,698	12,115	9,475	8,085	9,736	158,571	150,606
% of Total	0.0%	0.0%	60.0%	61.8%	8.0%	5.0%	19.0%	20.4%	8.0%	6.3%	5.0%	6.5%	100.0%	100.0%
Expenses	5,322	5,475	20,389	22,378	19,017	19,427	45,670	47,606	24,971	25,363	24,319	25,695	139,688	145,944
% of Total	3.8%	4.0%	14.6%	15.0%	13.6%	13.0%	32.7%	32.0%	17.9%	18.0%	17.4%	18.0%	100.0%	100.0%
Net surplus (deficit)	(5,077)	(5,336)	74,288	70,725	(6,212)	(11,972)	(15,026)	(16,908)	(12,856)	(15,888)	(16,234)	(15,959)	18,883	4,662

CERTIFICATION OF THE FINANCIAL REPORT

In my opinion, the Financial Statements of Whitehorse City Council for the year ended 30 June 2014 have been prepared in accordance with the *Local Government Act (1989)*, the *Local Government (Finance and Reporting) Regulations (2004)*, Australian Accounting Standards, and other mandatory professional reporting requirements.

Principal Accounting Officer
Marc Giglio FCPA

Dated: 25/8/14
Nunawading

In our opinion, the Financial Statements present fairly the financial transactions of Whitehorse City Council for the year ended 30 June 2014 and the financial position of Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the Financial Statements to be misleading or inaccurate.

We were authorised by Council on 18 August 2014 to certify the Financial Report in its final form on behalf of Council.

Councillor
Andrew Davenport ADavenport

Dated: 25/8/2014
Nunawading

Councillor
Ben Stennett

Dated: 25/08/14
Nunawading

Chief Executive Officer
Noelene Duff

Dated: 25/8/14
Nunawading

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Whitehorse City Council

The Financial Report and Standard Statements

The accompanying financial report for the year ended 30 June 2014 of the Whitehorse City Council which comprises comphrehensive income statement, balance sheet, statement of changes in equity, statements of cash flows, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report has been audited.

The accompanying standard statements for the year ended 30 June 2014 of Whitehorse City Council which comprises standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of standard statement have been audited.

The Councillors' Responsibility for the Financial Report and Standard Statements

The Councillors of the Whitehorse City Council are responsible for the preparation and the fair presentation of:

- the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in note 1 to the statements and the requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.

Independent Auditor's Report (continued)

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Opinion

In my opinion:

(a) the financial report presents fairly, in all material respects, the financial position of the Whitehorse City Council as at 30 June 2014 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*

(b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in note 1 to the statements and the requirements of the *Local Government Act 1989*.

Basis of Accounting for Standard Statements

Without modifying my opinion, I draw attention to Note 1 to the standard statements, which describes the basis of accounting. The standard statements are prepared to meet the requirements of the *Local Government Act 1989*. As a result, the standard statements may not be suitable for another purpose.

Matters Relating to the Electronic Publication of the Audited Financial Report and Standard Statements

This auditor's report relates to the financial report and standard statements of the Whitehorse City Council for the year ended 30 June 2014 included both in the Whitehorse City Council's annual report and on the website. The Councillors of the Whitehorse City Council are responsible for the integrity of the Whitehorse City Council's website. I have not been engaged to report on the integrity of the Whitehorse City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE
27 August 2014

John Doyle
Auditor-General

Acknowledgement of Country
In the spirit of reconciliation, Whitehorse City Council acknowledges the Wurundjeri people as the traditional owners of the land now known as Whitehorse and pays respect to its elders past and present.

Office and Contact Details
Council's main administration office and Customer Service Centre is located at:

Whitehorse Civic Centre
379-397 Whitehorse Road,
Nunawading Vic 3131
Hours: Weekdays 8.30am-5.30pm
Cashiers open for payment weekdays 8.40am-5pm

Other service centres are located at:

Box Hill Town Hall
1022 Whitehorse Rd,
Box Hill Vic 3128
Hours: Weekdays 9am-5pm

Forest Hill Chase Shopping Centre
Shop 275
Canterbury Road,
Forest Hill Vic 3131
Hours: Weekdays 9am-5pm,
Saturday 9am-12pm

Council's postal address is:
Whitehorse City Council
Locked Bag 2,
Nunawading DC VIC 3131

Phone: 9262 6333
Fax: 9262 6490

NRS: 133 677 and quote number
(03) 9262 6333
(for people with a hearing or speech impairment)

TIS: 131 450 (Telephone interpreter service. Call and ask to be connected to Whitehorse City Council)

Email: customer.service@whitehorse.vic.gov.au

Website: www.whitehorse.vic.gov.au

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